

# Canadian Restaurant & Foodservice News

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Official Magazine of the Canadian Restaurant and Foodservices Association

## The War for Talent

HOW TO ENSURE YOU HAVE  
THE RIGHT PEOPLE IN PLACE

Canadian Trailblazer Doug Stephen | CRFA Update  
Successful Leadership | Managing Employee Behaviour



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# contents

July/August 2010

VOL. 1 NO. 3

## COVER STORY

40

### The War for Talent: Part Two

How to ensure you always have the right people in place

By Derek Gagné



## FEATURES

26

### The Death of the Crantini

Mix up your stagnant drink list by using fresh ingredients and adding some excitement to your presentation

By Mark Hayes

26



48

### Bones and All

Unusual fish, fowl and flesh choices are gaining acceptance on Canadian menus

By Sarah B. Hood

52

### A Little Slice of Heaven

A look at why pizza and flatbread are no longer 'cheat day' foods

By Andrew Coppolino

52



55

### Fryers, Broilers and Grills

Energy efficiency and oil-free frying top the list of industry demands

By Lisa Kopochinski

55



29

### CRFA News and Updates



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## DEPARTMENTS

6  
**Editor's Note**

8  
**My First Job**  
Donna Doohar, Executive Chef/Proprietor  
Mildred's Temple Kitchen

10  
**Front of the House**  
Celebrating the Nation's Table  
with Jean-Daniel Lafond

24  
**Canadian Trailblazer**  
Smooth Sailing with Doug Stephen  
*By Shayne Stephens*

61  
**Chef's Memo**  
Vikram Vij and his wife Meeru are putting  
Indian cuisine front of mind  
*By Shayne Stephens*

“ I get to wake up and make people happy. That is a pretty great way to live a life. ”

Doug Stephen, President, WOW! Hospitality

## COLUMNS

12  
**Turning Tables**  
Have I Got a Deal for You  
*By David Swanston*

13  
**Ask the Expert**  
The Hospitality Gene  
*By Hugh Johnston*

16  
**The Bottom Line**  
Successful Leadership  
*By Andrew Waddington*

18  
**Customer Trends**  
Defining Value  
*By Linda Strachan*

20  
**Raising the Bar**  
Social Networking for Bars  
*By Gavin MacMillan*

22  
**Wine Country**  
Greece  
*By Jamie Drummond*

58  
**Designs that Make 'Cents'**  
Making Solid Choices  
from the Ground Up  
*By Glen Peloso*

60  
**Playing it SAFE**  
Good Behaviour Leads to Safer Food  
*By Kevin Freeborn*

62  
**Serving Up Green**  
Green Teamwork  
*By André LaRivière*

64  
**The Staff Room**  
Managing Employee Behaviour  
*By Heather Kennedy*

66  
**Crunching Numbers**  
The Numbers Behind the People

# HIS NAME WAS MAC.



He stood just over five feet tall, with deep acne scars and thinning black hair. His broken English left him noticeably shy and a tad bit uncomfortable during a conversation. When I first met him at the busy little Vancouver restaurant where we both worked, he had just spent his first birthday in Canada alone.

For some reason, however, Mac was always smiling. Smiling when I'd hand him a stack of dirty dishes. Smiling while he washed them. Smiling as he came and went from his shifts. "Why is this guy so happy?" I remember wondering, one busy Friday dinner rush when Mac, rubber gloves pulled up to his elbows and drenched with sweat, stopped to tell me a joke.

Over a couple of birthday drinks the next year, I found out.

Mac had run a large trucking company in Iran, before moving to Canada in search of a better life. While here, his mother had been

divorced and subsequently scorned, leaving her unemployable and therefore unable to take care of the rest of his family. Wiring the majority of his cheques – he worked at two restaurants – to her every week ensured their survival, which is exactly what Mac did. He felt it an honour, a purpose, and found happiness in doing so.

I recall this not to pull your heart strings or push you to hire temporary foreign workers, but rather because in talking to this issue's Canadian Trailblazer, Doug Stephen, I realized just how much the foodservice industry has blessed me with.

While the generous tips of fine diners, urban night owls and patio dwellers have long been spent, it is the people I have met, the stories I have heard, the memories I've made and the lessons I have learned, thanks to people like Mac, that have made it all worthwhile.

Remember, this industry is about PEOPLE, which, to be sure, is why we have an impending labour shortage and low profit margins. But thanks to it, people like Doug Stephen have been able to chase their passion of making people happy. Hell, I've been able to make a living stringing sentences together. And Mac? Well, he's touched more lives than he will probably ever know.

Have a read of the HR article on page 40 and the CRFA's piece on the labour shortage on page 33 for some insight on how to weather the storm. It's in all of our best interest that you do.

As always, feel free to send me your comments.

Enjoy the issue.

*Shayne Stephens*  
Editor-in-Chief

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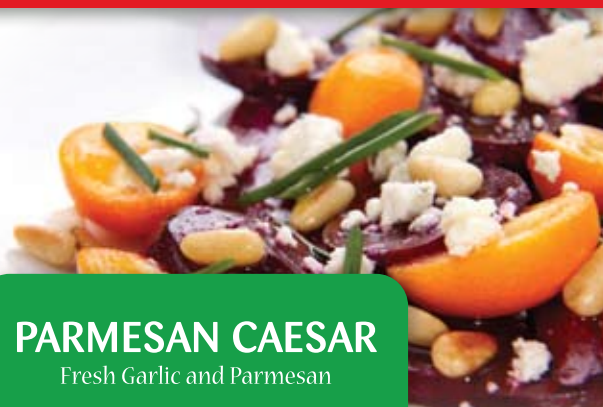
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# Donna DOOHER

Executive Chef/Proprietor,  
Mildred's Temple Kitchen, Toronto, ON

**WHAT WAS YOUR FIRST JOB?**

My first real paying job was working as a lifeguard at the outdoor pool in my neighbourhood.

**WHAT WAS THE BEST PART ABOUT IT?**

Well, as a 15-year-old kid, the best part was being in the sun all day and getting a cool tan (in my case, more freckles). I loved being outdoors, I loved swimming and I loved all the people who passed through each day.

**WHAT WAS THE WORST PART ABOUT IT?**

Cleaning the pool! It was a big pool that was open year round. Even though it was outdoors, you could swim in the winter. At that time, the concept was pretty advanced, but the technology for maintenance and up-keep was primitive. The pool had to be skimmed three times a day – there were no robotics at the time. The vacuum hose was always tangled, so I spent a lot of time in the water wrestling with 100 feet of hose.

**WHAT WAS THE CRAZIEST OR FUNNIEST THING YOU EVER SAW OR DID IN THAT FIRST JOB?**

I'd have to say, being yelled at by an irate parent for rescuing their son.

**WHEN AND HOW DID YOU GET INTO THE FOODSERVICE INDUSTRY?**

When I turned 17, I was accepted for a pool position at the new Holiday Inn in downtown Ottawa. It had 500 rooms and a revolving restaurant on the roof. This is where my love affair with the hospitality business began. Part of the set-up for the pool was towel service. In order to get to housekeeping, I had to pass through the main kitchen. I was fascinated by that hive of activity. I loved to cook and I came from a large Italian family where cooking was pivotal to our family life, but I'd never witnessed anything like this kitchen. Although I didn't go on to study cooking for several years my early visits to the hotel kitchen never left me.

**HOW AND WHEN DID YOU REALIZE YOU COULD MAKE A CAREER IN FOODSERVICE? AND WHAT WAS THE PROGRESSION TO WHERE YOU ARE NOW?**

Like so many people in this industry, I worked part time in a restaurant while going to school. I had studied architectural technology and had some lofty ideas about being an engineer. The restaurant I was

working at closed abruptly and I was transferred to another one of their operations – the Hayloft in Ottawa. It was a happening place – lots of energy, busy kitchen, dining room and bar. I quit engineering and began working full time at the Hayloft. My ambitions grew from there. I signed up for Culinary Arts at Algonquin College and thus began my career as an apprentice cook.

**WHO HAS BEEN THE MOST INFLUENTIAL PERSON IN YOUR VOCATIONAL LIFE?**

There have been a few. Some of my culinary instructors, for sure. But my first real mentor would be Raphaela Melita, an Italian chef I worked under at the Ritz in Ottawa. She trained in Italy and now owns a restaurant in Ottawa. She taught me patience, work ethic, kindness and a respect for the ingredients and food I was preparing. Most of all she taught me to laugh even when the going was tough.

**WHAT DO YOU FEEL YOUR RESTAURANT DOES EXTREMELY WELL?**

We offer exceptional hospitality to our guests and our employees. We have mentored many in this industry over the years and are very proud of their achievements.

**OTHER THAN YOUR OWN, WHAT IS YOUR FAVOURITE RESTAURANT?**

Curry Twist in the west end of Toronto. The food is delicious, the ambience welcoming and the chef is always in the kitchen.

**WHAT IS YOUR SIGNATURE DISH AT HOME?**

Lamb or chicken tagine – I love the food of North Africa.

**BEST PIECE OF ADVICE?**

We're drawn to this industry for many reasons, the passion is a given, but at the end of the day we're running a business and have a responsibility to run it professionally and profitably. This is an oversight made by a lot of people coming into the business.

**WHAT'S NEXT?**

I have another restaurant concept in the works that I'm looking to launch in 2011. I want to swim Lake Ontario before I'm 60 and also get another show on the Food Network.

# Governor GENERAL'S AWARD

## Celebrating the Nation's Table with Jean-Daniel Lafond

*His Excellency Jean-Daniel Lafond shows Rideau Hall's chef how to bake his mother's 'potato paté.'*

On June 23, the first-ever Governor General's Award in Celebration of the Nation's Table recognized the accomplishments of Canada's culinary leaders. Founded by Jean-Daniel Lafond, husband of Governor General Michaëlle Jean, the award highlights the connection from farm to fork, and is presented to industry leaders for their efforts in improving the quality, variety and sustainability of the ingredients served up on the nation's table.

Following the awards celebration, the Canadian Restaurant and Foodservice Association (CRFA) interviewed Mr. Lafond to learn more about his vision for the concept of Canadian gastronomy, as well as his own personal preferences when it comes to food and dining out.

Below is an excerpt of his answers. To read the full interview, visit [www.restaurantcentral.ca](http://www.restaurantcentral.ca).

**CRFA: I understand that the idea for the Governor General's Award in Celebration of the Nation's Table came from you. What sparked the idea?**

**Mr. Lafond:** I had been asked by the Niagara Community Foundation to present a wine award at the Cuvee gala and say a few words about Canadian wine. My original plan was to improvise, but I then decided to jot down

a few notes about Canadian wine and its contribution to society. However, when I was in my hotel room, eating my lovely fruits with cheese, bread and coffee, it struck me that I had to talk about more than that. What we eat and drink and how it gets to the table is a crucial part of our culture. It is what joins us together and makes us who we are. And then, I had an idea...

If there were Governor General's Awards to celebrate literature, the performing arts, media arts, architecture and other endeavours vital to the cultural fabric of our country, why couldn't there be an award to celebrate the culinary and table arts?

**CRFA: You grew up in France, a country with a long history of gastronomy. To what degree would you say that Canada has embraced the concept of gastronomy, and what more ought to be done to advance the concept of Canadian gastronomy?**

**Mr. Lafond:** Knowing the importance of food started around our family table. My parents taught me the respect for good food and homemade cuisine, and the work of farmers, winemakers and chefs.

People suffered from lack of food during

the war. My parents taught me how precious food was and a right for everybody. Feeding its citizens was a primary duty of a civilized country and a global responsibility. Later, when I became a teacher of philosophy, I introduced a lesson focused on the five senses. I developed a chapter about the art of the table and, in particular, about the social function of food and wine.

The success of this first Nation's Table Awards is the revelation that Canadians embrace the concept of gastronomy in the richness of its meanings and want more education and recognition for the central role what we eat and drink plays in our collective lives. To answer Canadians and to advance the concept, we need to enable chefs and farmers to teach youth the right way to eat and cook, just as my mother, father and teachers did when I was growing up in France.

**CRFA: What restaurant in Canada that you haven't already visited would you most like to dine at and why?**

**Mr. Lafond:** There are too many to count...I want to eat at them all. I would choose Ches's Fish and Chips in St. John's, Newfoundland and Labrador, and The Tempest in Wolfville, Nova Scotia.



Photo © Office of the Secretary to the Governor General of Canada



*The 2010 recipients of the Governor General's Award in Celebration of the Nation's Table. (Back row, l to r): Sinclair Philip, Sooke Harbour House; chef Michael Stadtländer; Frédérique Philip, Sooke Harbour House; Robert McLaughlin, educator; CRFA Director John Bishop, Bishop's Restaurant; Linda and James Gourlay, Saltscapes; Charles Arngak, accepting the award for Avataq Cultural Institute; Jean-Luc Boulay, Le Saint-Amour restaurant; chef Jamie Kennedy. (Front row, l to r): Ricky Sze Ho Lam, food researcher/student; Christian Barthomeuf, Clos Saragnat winery; Governor General Michaëlle Jean and husband Jean-Daniel Lafond; Alfred E. Slinkard, food researcher; David Cohlmeier, Cookstown Greens.*

Photo courtesy Sgt. Serge Gouin, Rideau Hall





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# Have I Got A A DEAL FOR YOU

Don't discount aggressively, discount wisely



As consumers' foodservice spending has slowed in recent years, offering discounts has become a tempting way to increase traffic. Every day we hear about wing night, three dollar beer, and buy-one-get-one half-price offers. Unfortunately, these tactics often backfire and can do lasting damage to your brand.

Discounts must be significant in order to interest consumers and to generate a response. Financially, these discounts lower your margins, leaving little to cover your other variable and operating costs. Cost of sales and labour cost percentages increase, often motivating management to make cuts to service and quality. According to Statistics Canada, operators average 4.4 per cent pre-tax profit margins, which can easily be wiped out completely by aggressive discounting.

The larger cost of discounting is only felt later on when consumers have come to expect special offers, making it difficult to stop. How many operators could pass along a 25 to 50 per cent increase in prices without experiencing a drop in business? Eliminating discounts after a long period of time effectively has the same impact. Once you start discounting it is difficult to go back.

If discounting isn't lucrative, and can permanently alter your business model, then why do it? Operators will say that it brings new customers into their establishment and increases sales. The problem with this logic is that those same customers are only there because of the discount and are unlikely to return at other times to pay full price. Once the discount is gone, so are they.

Discount chasers are highly disloyal. They move between providers taking advantage of the variety of discounts available. In the end, no operators gain an advantage. So if you can't win long-term customers, nor can you make money from them while they're there, then discounting

should be avoided at all costs, right? The truth is that discounting can be effective when used properly.

- Promote non-menu items, such as daily features, at prices that deliver high value to customers.
- Avoid ongoing discounts of regular menu items, as this devalues those items and makes it difficult to justify the regular prices.
- If you want to offer a discount to promote a new menu item, then only offer it as a limited introductory price to encourage trial.
- Package discounts as part of broader promotions such as the World Cup or Mother's Day so that customers know that they have a specific purpose and end date.

Remember that people don't appreciate what you have to offer if you have to give it away. When consumers value your menu, they are willing to pay a fair price for it. Discounting may be an easy way to promote, but rarely will it help you achieve your broader marketing objectives.

## TODAY'S FEATURE

A cost-effective way of building sales during slow seasons is to offer value added

promotions to your existing clientele. One promotion that I have found to be particularly successful is to give away a free meal every week for a year to one of your patrons.

If your goal is to increase volume during the month of January, start promoting during your busy period in December. For the first four weeks in January every customer, every visit, will receive a ballot to win a free meal at your establishment every week for the rest of the year. No strings attached. No minimum purchases. No special conditions.

Provide the winner with a letter that they can present to their server that entitles them to a complimentary appetizer, entrée and dessert. For those worried about the cost of such a program, the numbers actually reveal that this promotion can almost pay for itself. Assume that the average cost of the meals given away total \$13 per week. Most winners will still purchase at least one beverage and typically will dine with at least one guest who will pay full price. The contribution received from beverages and guests will cover more than the cost of the free meals.

This program will create interest and excitement, as well as drive repeat visits during traditionally slower periods.

*David Swanston is a Hospitality and Foodservice Consultant, Principal of Focused Industry Training Seminars and is an instructor at major Canadian university business schools. Since 1997, he has helped a wide variety of organizations develop and launch new concepts, turn around troubled operations, and improve sales, profits, controls and efficiency. To learn more about how he can help you improve your sales, profits and performance, contact him directly at 905.331.6115 or [contactfit@fitseminars.ca](mailto:contactfit@fitseminars.ca).*

# The Hospitality GENE

Picking the right people is imperative for success, especially in key roles



How do you sum up the importance of people in our business?  
It's simple: There is no business without them!

That said, the best people are the ones that have what I like to call the “hospitality gene.” In other words, it's in their DNA. What makes a great restaurant employee, manager or general manager is not what you train them to do, but rather what they bring with them the day they walk in the door. Things like charisma, for example, and compassion.

While you can teach someone pretty much anything they will need to know to do their job in the foodservice industry, you can't teach them to smile. You can't teach them to care about the customers. And you certainly can't teach them to love what they're doing...over and over again, day in and day out.

“You really do have to have the hospitality gene to be a great teammate, manager, general manager or franchisee,” says Steven Tsambalieros, Global COO of The Second Cup Limited. “You also need the tenacity to work hard as well. It's a weekend business and you need to be there when your customers need you.”

While every staff member you hire matters, the restaurant unit general manager is by far the most important, because they hire everybody that touches your customer.

“The staff in a restaurant is often the reflection of their general manager,” says Ron Baugh, SVP in charge of Wendy's in Canada. “Your unit general manager is your most important hire. At Wendy's we talk to and survey our general managers regularly to make sure we are supporting them in every way we can. It is such a pivotal role.”

And just how important is the unit general manager? About 20-25 per cent of your top line sales important. Over the years, I have seen individual restaurants grow or shrink in guest counts, driving sales up or down \$500,000 or more just because there is a new general manager in the unit.

Having the right DNA is not just something that matters in restaurants

either. “Department stores staff their prestigious cosmetic counters with people who care about helping the customer look good and feel better about themselves,” offers Kamy Dawkins, a former executive at HBC. “You can't teach full service salespeople to know how to care.”

According to Dawkins, the key to finding the right people is asking the right questions. “Rather than asking a potential employee

about their past experience, ask them why they care about your customers.”

The most important thing you can do then in a service business like restaurants is pick the right people. Hiring and keeping people that “have it in them” and are born with the “hospitality gene” drives performance. There are few things you can do that will make you more money and help you grow your restaurant business faster.

---

**Hugh Johnston, CA, CMC** is a strategy consultant working with chain restaurant and foodservice leaders to unlock greater value in their business. For more information contact Hugh at 416-662-5670 or visit [hughjohnston.com](http://hughjohnston.com)







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# Successful LEADERSHIP

An effective leader needs vision and a dynamic leadership style



Long-term motivation relies on intrinsic (internal) satisfaction of an individual's needs. At the end of a challenging shift, the individual should be able to ask themselves why they went through what they did, and come up with an answer that makes their exhaustion seem worthwhile. Pride in one's work, belief that superior product and service has been provided, personally identifying with the organization's vision and satisfaction with the organization's outcome are examples of intrinsic motivation.

Every employee has different leadership needs. Some employees may need encouragement and direction, some may require sternly enforced guidelines, and some may require both. Some employees may work well independently after simply understanding the goal. In all of these cases, the individual's contribution to the team can be significantly improved if the work environment meets those needs; the leader can ensure that it does.

My early years working in kitchens were nothing short of an exercise in team building. The chefs played the role of coach with as much vigour as the role of production manager or creative lead. This approach was very effective with certain employees. However, I can recall several instances where the talents of an individual were lost because their needs did not align with the chef's leadership style.

Today's leaders cannot afford to maintain a static leadership style. Individual needs must be identified to provide a productive work environment to facilitate the vision. Fostering such an environment can improve employee satisfaction, increase productivity, and reduce turnover which ultimately benefits both the individual and the organization.

Effective leaders are successful, in part, due to two core concepts.



First, they have an appropriate vision to use as a guide to lead their team. Successful leadership begins with the vision, but a vision is nothing if it cannot be implemented in the real world. For that reason, a team motivated to share and act on that vision must be assembled in order to be successful.

Second, effective leaders can maximize the ability of their team members by assuming a dynamic leadership style. This approach benefits both the organization and the individual.

Communicating the vision starts with orientation and training. This process should introduce a collection of standards and systems and clearly define the goals, objectives and vision for the team. The message must be carefully composed, and its wording is critical. Is the vision to

"cook hamburgers" or is it to "provide the best possible quality product (which incidentally is a hamburger)?" In this example, it is easy to see the importance of how the vision statement is phrased. I have certainly endured my fair share of inedible hamburgers created honestly under the former vision!

It is assumed that the individual was hired because they possess the skill sets required for the position and that the training program was thorough and effective. It is, therefore, safe to conclude that the individual is probably able to do their job well. What has not been addressed yet, however, is the motivation or willingness of that individual to do the job well over time.

---

**Andrew Waddington** is Vice President of fsSTRATEGY Inc. – business strategy consultants specializing in the foodservice industry. To learn more about fsSTRATEGY and how they can help your operation, please visit [www.fsSTRATEGY.com](http://www.fsSTRATEGY.com) or call us at 416.229.2290.





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# What's THE VALUE?

Foodservice operators need to determine how their customers define value



Regardless of the industry, businesses today are focused on delivering value to customers – to retain their loyalty and fight for share. We know that value isn't only about price, but what truly defines value in the eyes of the consumer?

Value remained an important theme within foodservice throughout the past year, and it is anticipated that there will be a continued need for stepped-up value messages throughout 2010. Only deal-driven traffic rose last year, contributing to the feeling that while value was a “must-deliver,” it had to be delivered along with low or discounted prices.

When it comes to delivering value that goes beyond deals/price, a new report from the NPD Group highlights other areas consumers consider important. Here's what consumers told us:

- Across every restaurant segment, **QUALITY** is a more important factor for consumers than price alone. It's not about getting the lowest price possible. It's about meeting or exceeding expectations about what they get, at a price that's worth it.
- Price does need to be a factor in lunch offerings.

- Attention to the menu is important, particularly at supper, the weakest daypart. Operators need to meet consumers' need for fresh ingredients and good tasting food at a good value.
- They want innovative, competitively priced choices that can't be made at home.
- Lower value scores with family parties occurred across segments. Operators will have to dig deep to understand what is missing for these consumers.

So, what defines value at foodservice? The answer is... it depends. Consumers use distinctly different value assessments depending on the channel, segment, category, and who they're with. Clear

opportunities exist to refine value propositions to today's consumers.

Value is important at any time, but it is particularly important now, while consumers are considerably sensitive to price and related value.

Here are the basic steps to developing a strong value position and effective marketing program.

First, understand what drives value and resonates most strongly with your customers. Is it food, service, convenience, price, atmosphere or customer experience?

Second, respond to what your customer wants when they describe value. Then build demand by focusing on the aspects of value that matter most to them.

With a deeper understanding of the features most important to value-minded consumers, you can differentiate your programs from the competition.

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**Linda Strachan** is the director, Foodservice CD for The NPD Group. The NPD Group has more than 25 years of experience providing reliable and comprehensive consumer-based market information to leaders in the foodservice industry. For more information, visit [www.npd.com](http://www.npd.com).

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# Social Networking FOR BARS

Are Facebook and Twitter right for your bar?



Social Networking has a lot in common with the operation of restaurants and bars every day. In fact, before Facebook and Twitter came along, most social networking happened in bars... but it was done verbally instead of via texts, posts and tweets. Everywhere you look, you see Facebook and Twitter. Have you dismissed it as “something the young people do?” Running a successful social networking campaign is tricky as there are lots of ways to waste your time and money. But if you work it properly, it can add value to your business and bring people through your doors.

Young consumers are communicating in a ways they never have before. The 18-35 demographic makes up over 50 per cent of social networking users. What's interesting, however, is that young people don't represent the biggest growth. Facebook's highest rate of growth is in the 55+ category. In 2009, Facebook was the third most popular site visited by those over 65 years old, which means that regardless of your target market, they're on Facebook! So how do you leverage social networking to the point where guests are walking through your door?

First and most importantly, the biggest mistake that people make is just posting business related information on their Facebook fan pages or Twitter profile. Here's how I like to think about it.

Social networking on any platform is like going to a party. When you arrive at the party, you probably want to talk to friends or strangers (who will ultimately become friends). You would probably talk to them

about sports, current events and what you or they did that day. Small talk and conversation leads to you having more relationships to cultivate down the road. This is what you should be thinking about when you engage in social networking. If the conversation leads to business, of course you can talk about it, but if you're the person who shows up at the party and starts talking business right away to strangers, no one will want to talk to you. Picture your social networking campaign the same way. It may seem counterintuitive, but your social networking habits are only believable if they are real and true. Don't try to make money on a social network.



## Here are some tips.

Don't post tweets and Facebook updates about the \$4.00 beer special you have on

Wednesdays. No one cares and the only followers or friends you'll have are your staff and your mom.

Do post updates about funny things that happen at your bar. Post when you run out of chicken wings as people will assume that you were rammed without you having to say so.

Don't post updates about how amazing your food is. No one will believe you, because you work for the place.

Do post updates like a photo of your bar during a party, then again after the party when the place is a disaster. No one gets to see photos like that, which makes them different and will attract attention.

In short, social networking is a great way to build relationships with your friends, their friends, your staff's friends and your clients' friends to help promote your bar or restaurant. Just make sure you're using it to give away free valuable information to your target market.

A few years back when I was really

passionate about flair bartending, I posted a few videos on YouTube teaching people how to do some simple flair bartending tricks for free. I wasn't trying to earn money from those videos, I really just wanted to grow the sport and get more people involved.

Now those simple short videos are the most watched bartending videos on the planet, according to YouTube, with millions of views. I'm not writing this to impress you, but rather to impress upon you the importance of getting involved in social networking. By the way, the cost of producing those videos has been covered more than tenfold by international students registering for one of our courses... people who would have otherwise never heard of BartenderOne.

The bottom line is, don't try to sell anything on a social network. It's the kiss of death and you will have completely wasted your time. You can check out my Twitter, Facebook, YouTube, or MySpace profiles by searching BartenderOne to see some of the techniques I use. Feel free to tweet, message, shoot me a video, or send a smoke signal if you need help: I'd be happy to point you in the right direction. Until then, here are the next steps for your social networking effort:



#### Facebook Facts

If you're still not convinced that getting involved in social networking is right for you, here are some quick facts about Facebook:

- Facebook's US user base grew from 42 million to 103 million in 2009. That's a 145 per cent growth rate!
- If Facebook were a country, it would be the 4th largest by population on the planet.
- The 35+ demographic now represents more than 30 per cent of the entire user base.
- The 55+ audience grew a whopping 923 per cent in 2009.
- Facebook population in Canada is 13,228,380

1. Set up a Facebook fan page for your business. Even though people don't officially become "fans" anymore, they can still opt to "like" your business. The more people who like your business the more happening and credible you become.
2. Set up a Twitter account for your business and link it to your Facebook account so any tweets you post on Twitter are

automatically posted to your Facebook account as well.

3. Set up a YouTube account and post some videos of cool events that are happening in your bar or restaurant. Although you don't have time to watch hours of videos, the rest of the world does. Don't worry about fancy titles and professional editing: raw, rough footage is what your clients want to see.

Master mixologist **Gavin MacMillan** owns BartenderOne Corp., Canada's leading group of bartender training schools. An award-winning bartender, bestselling author and blogger, he is considered one of Canada's leading authorities on cocktails and mixology. You can reach him at [gavin@bartenderone.com](mailto:gavin@bartenderone.com).

## What's your BRAND PERSONALITY?

Just like people, all brands have an identity...a personality. Whether it's conservative or outgoing, traditional or cutting edge, it's the personality that gives life to a brand, gives it an image and creates likeability. The personality is how the brand behaves: its gender, emotional and physical characteristics even its socio-economic class.

Remember the Grey Poupon, commercials that depicted the limo riding upper class that used only the "very best". There was a clear personality given to the mustard. Whether you identified with it, embraced it or felt put off by its superiority complex, the brand personality came through loud and clear. Brands offer customers a means to choose and enable recognition within the cluttered and competitive marketplace.

It is often far easier to talk about something we have words and images for. Think about the words you want people to use when defining your business. Ask your employees, suppliers, and of course your customers, what images come to mind when they think about your business?

List the words or personality traits that you want people to associate with your business, and be certain that you are living up to that desired image. Make sure you portray those images in your marketing consistently and repeatedly. A well-managed brand creates a strong emotional connection and that's what creates brand loyalty.

Solid brands create customer trust and an emotional attachment. As a result, they promote relationships between the consumer and products/services that withstand price wars, new competition and even poor economic times. Great brands aren't just known and trusted, great brands are loved!

**Patti Hone** is President of As You Like It Marketing & Communications Inc. She can be reached at [results@asyoulikeitmarketing.com](mailto:results@asyoulikeitmarketing.com).

MR. GREEK Shrimp Linguine

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# GREECE

Despite negative misconceptions, Greek wine is making its way into the spotlight



Upon telling many a person that I was off to Greece to experience the country's wines, more often than not I was met with confused looks and often violent exclamations approximating "They don't make any good wine in Greece do they? Retsina? Urrrggghh!!!" Unfortunately this misconception is widespread, but the fact is that Greek wines have journeyed through an astonishing renaissance over the past 20 years and I wholeheartedly believe that the time has come for their day in the spotlight. To put it simply: Greek wine is the new black.

With over 4,000 years of winemaking history behind them, one would think that the Greeks would know just a little about making good juice. When one considers the plethora of indigenous grape varieties at their disposal (over 300) and the myriad terroirs contained within both the Greek mainland and many islands that spread out over the Aegean sea (over 6,000) one quickly realizes the enormity of potential for quality wine from this small European country.

Over the past 20 years there has been enormous investment throughout the Greek wine industry, not only in the construction of state-of-the-art production facilities but also in the, in many cases centuries old, vineyards. Add to these factors a new generation of young winemakers who have chosen to seize the reins from their elders with a vigour and enthusiasm that is seriously

impressive. These young winemakers have travelled worldwide to study in France, California, Italy, and Australia, but recognizing the astounding potential within their homeland, have come back to Greece to make wine.

I'm not alone in my theorising regarding the importance of this new generation of Greek wines, as they have already been gaining some serious attention from the international wine press. With such press comes a following from both the wine-savvy public and ahead-of-the-curve restaurateurs. A recent trip to New York City revealed that Greek wines have already become all the rage in many a Manhattan eatery, which means that it is only a matter of time before people start catching on north of the border.

If one is considering exploring the addition of Greek labels to one's wine program then I would recommend a little education, firstly for the wine purchaser and then, very importantly, for the floor staff. For many, Greek wines can be a little confusing at first, as despite the influx of international varieties such as Shiraz and Chardonnay the labels on many a Greek bottle can be notoriously impenetrable, with the pronunciation of grape varieties such as Xinomavro [Ksee no' ma vro], Agiorgitiko [Ah yor yee' ti ko], and Assyrtico [A seer' tee ko], twisting the tongue of most. Without a shadow of a doubt the best place to begin your journey into the world of Greek wines is the All About Greek Wine website which is an amazing resource ([www.allaboutgreekwine.com](http://www.allaboutgreekwine.com)).

It is a great pity that so many have a negative view of the Greek wines they have tried in the past, and it will be an uphill struggle to make a number of those people think otherwise. However, as I mentioned earlier, many modern Greek wines are truly exceptional with some being truly world-class, and remember, Greek wine is the new black.

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**Jamie Drummond** is the Director of Programs/Editor of Good Food Revolution ([www.goodfoodrev.com](http://www.goodfoodrev.com)).



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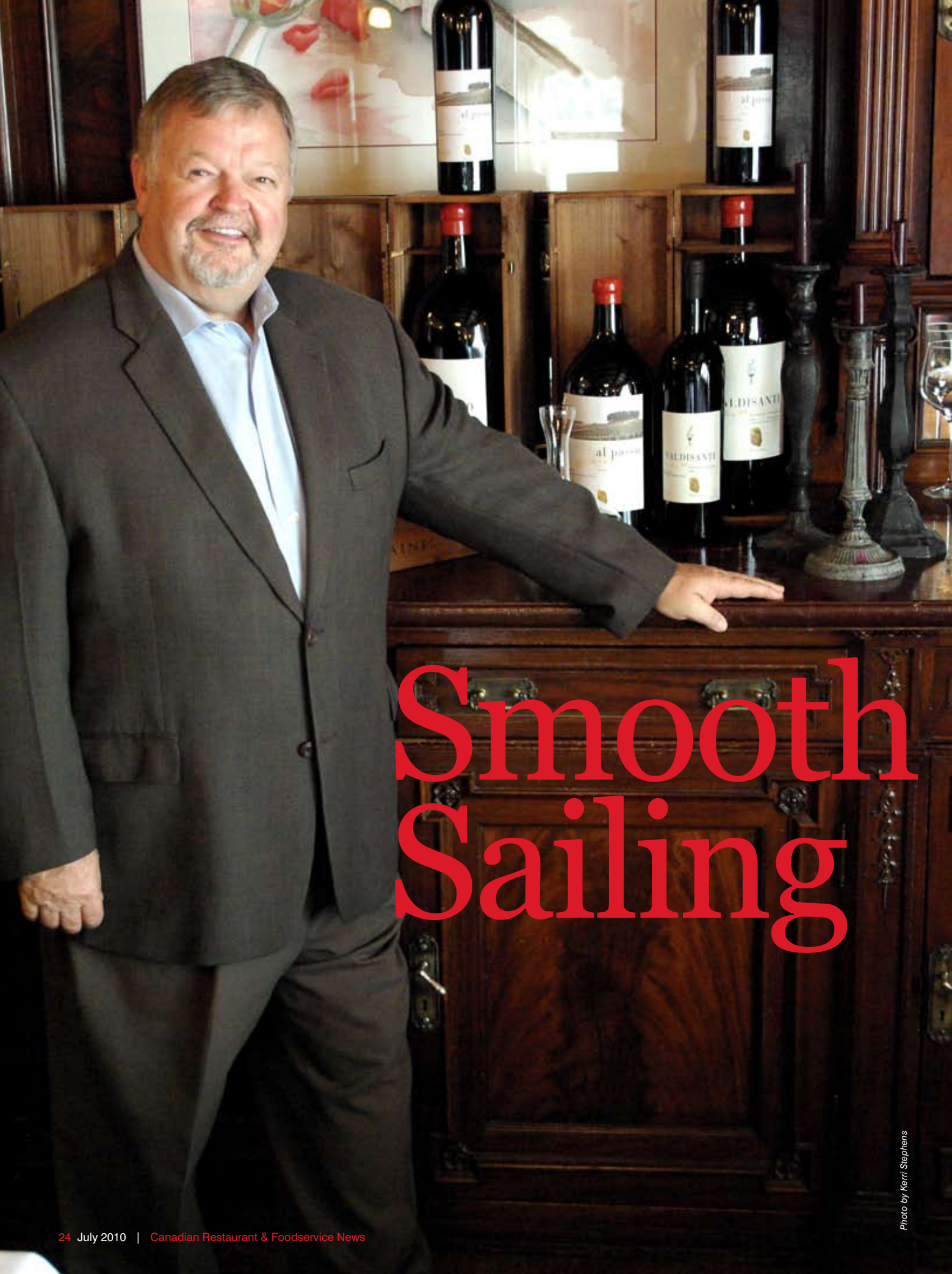
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# Smooth Sailing

By Shayne Stephens

## WOW! Hospitality's president and former CRFA chairman Doug Stephen followed his passion to make people happy, and hasn't worked a day in his life

For WOW! Hospitality president Doug Stephen, it all started with a sinking ship.

"When I wasn't delivering papers, I was always out on the lake waterskiing," recalls Stephen of his summers spent carving up the frigid waters of Manitoba's Clear Lake. "One day I saw a boat that had stalled and was taking on water, so I went over and helped the owner get it going and towed in. It just so happened that he was the Dauphin, Swan River and Clear Lake franchisee of the Pizza Place. Along the way, he asked if I'd be interested in learning how to cook pizza."

Then 15 years old, Stephen accepted the offer, proving to be an industry natural both in kitchen and at the front of the house. Before long the newbie 'za cook was managing the 28-seat licensed restaurant, a role he would play for three summers until, having decided that he would take a year off from school to work before attending university, he caught wind that there was money to be made up North.

But Stephen would never make it to the DEW line. Instead, a friend lined him up with a job serving tables at the Old Spaghetti Factory in Edmonton. When the year was up, Stephen returned to Manitoba for his freshman year at university with a fist full of cash and a new crush: the foodservice industry.

"I kind of just fell in love with it, even when I thought I was going to do something else," says Stephen, mentioning the social aspect and the people as two of the main draws for him. "So much so, in fact, that my grades probably weren't where they should have been, coming from a family of doctors."

By the time he had finished his third year of sciences, Stephen had decided to take another year off. It was a tough call, but the right one. "It took a while for my dad to get over the fact that I wasn't going to be a doctor," admits Stephen with a chuckle, "but before he passed away, he was able to say to me, 'you've had a pretty fine life, Doug.' He did, however, tell me that my hours were way worse than his were as a doctor."

It didn't take long for the word to get around that Stephen was on the market. After a short stint with the Pizza Place back home, the Old Spaghetti Factory flew him to Toronto, their unceasing wining and dining finally convincing him to pack his bags and head for the Big Smoke to help manage the company's Esplanade location.

Stephen looks at the following few years as some of his best, a time when he racked up a host of great life experiences. Living in Toronto, he was running two locations and making a name for himself as a bit of a trouble shooter in Ottawa and St. Louis, even opening the Santa Monica, CA Brandy's.

When the Keg and the Old Spaghetti Factory joined forces in the early '80s, Stephen was given a choice: stay in Toronto and joint venture with the Keg on Church street or move back to Winnipeg to joint venture with the Old Spaghetti Factory and Brandy's. It was then that he went to his father for advice. "He gave me the big fish small pond, small fish big pond discussion," offers Stephen. "And I thought long and hard about it. In the end, I consciously decided to move back to Winnipeg. My father was very prophetic in what he said that day, because I enjoy the fact that Winnipeg is like a small town. It's allowed me to have a quality of life that I don't think I would have had in a big city."

After running the Keg from 1983-1986, Stephen made another move. "I realized that I wasn't a terribly good employee, that maybe I was more of a dreamer than strictly an operator," Stephen laughs, "so in 1986, I left the Keg and went out on my own, ultimately franchising the Winnipeg Old Spaghetti Factory outright."

In 1996, a year after opening Pasta La Vista, a funky downtown bistro – and a bold concept for the city at the time – Stephen formed WOW! Hospitality, which today, thanks to the help of Stephen's long time partners Jim Armstrong and Janet Cunningham, has exploded into Winnipeg's top hospitality group, owning and operating

everything from fine dining establishments to dinner theatres.

"I formed WOW! Hospitality because I wanted an umbrella company that, regardless of what we were doing, gave everything some semblance of connection," he says. "We are a company that is constantly evolving, so that people have some really interesting dining experiences, which has always been the driving force. We dabble in all kinds of hospitality- and entertainment-driven concepts that make people happy."

A former chairman of the CRFA, Stephen has long believed in giving back to the industry that has given him so many opportunities, an industry that is currently facing challenges.

"The biggest challenge that we face is continuing to have a favourable business climate to operate within," explains Stephen. "Over the past couple of decades, there has been a continued increase in the amount of intervention from other jurisdictions, especially government, into our business. To survive, we have to mitigate some of those intrusions, or find ways to work around them."

A recent trip to Florida to visit his son – Stephen is a proud father of four – sparked another fire in the industry vet. "I'm very concerned about the sustainability of raw product in our industry," he offers. "With what has happened in the Gulf, we need to be more diligent in protecting this planet. We can't be so frivolous in what we put on our menus. We need to make sure there is something left for our children's children."

Simply, Doug Stephen loves what he does, his passion palpable. "I'm so very lucky," he says sentimentally. "This industry has afforded me so much. Now, however many years later, I'm still on that year off from university and I've never worked a day in my life, because how is doing something that you love work? I get to wake up in the morning and make people happy. That is a pretty great way to live a life."



BEVERAGE

# THE DEATH OF Crantini





## Mix up your stagnant drink list by using fresh ingredients and adding some excitement to your presentation

By Mark Hayes

A movement is growing by the minute in the Canadian cocktail scene, a renaissance, if you will. A sort of out with the tired and tawdry and in with the new and exciting. The days of the Sex and the City cosmopolitan or the uninspired sour apple martini are giving way to a new breed of cocktails that focus on high quality ingredients and more attention to detail—something that has Master Mixologist Frankie Solarik very happy.

Solarik is the owner of Barchef Cocktail Bar on Queen Street West in Toronto. If you haven't heard of Barchef yet, chances are you will. Solarik's edgy take on cocktails has put him on the forefront of this renaissance and he has acquired an impressive collection of awards to show for his success, including Food and Drink Magazine's "Top 7 Most Innovative Bars in the World." On any given day, you will find Solarik standing behind his bar with at least 100 little jars and bottles of curiosities.

He's like a pharmacist from the Belle Époque era tinkering with potions and elixirs. Molecular foams, liquid nitrogen, flavoured air and an assortment of house made bitters are just a few of the upscale tools Solarik calls into service to create his masterpieces.

"I make cocktails to give people an experience through texture, flavour and viscosity that they haven't experienced before. I view a cocktail the same way a chef views a dish—and we're even using techniques similar to culinary," Solarik says. "We've got mixers, blowtorches, and a number of kitchen tools to get the job done."

Business is good at Barchef, and even without a patio the place is packed. But you don't need a science degree to find this kind of success; you just need to understand the Canadian market is changing.

Clearly, Solarik gets it, but can full-service restaurants cater to the haute-cocktail drinkers needs? In short, yes.

Mike Chisholm is The Keg Steakhouse and Bar's operations director and understands market demands are changing. "You don't need blowtorches to give an exciting experience at a chain restaurant," he says. "I wish The Keg could do some of the things Solarik is doing at Barchef, but it's not realistic for a restaurant with our kind of volume."

At The Keg they focus on simple and fast ways to add pizzazz to the guest experience. "If you order a classic martini in the dining room, our servers will bring the whole Boston shaker to the table and shake it in front of you." Not only does this provide a little entertainment for the table, but it also plants the seed for the surrounding tables and sales for martinis immediately skyrocket.

Janice Lucarelli, director of marketing and communication for Mixology Canada agrees, "Visual appeal is extremely important," she says. "People will see a cocktail going through the restaurant and diners will order what they're having." Whether it's a little pyrotechnics behind the bar, or hand-shaking a martini at the table, adding a little bit of flare to the cocktail making process directly affects your bottom line and gets people talking.



Another key component to any successful cocktail is quality. Ask any chef what the most important factor in good cuisine is, and the answer will always be quality ingredients. Why should a cocktail be any different? At Solarik's Barchef, it's not. There, for example, if a drink recipe calls for grapefruit, their mixologists will hand-squeeze a grapefruit directly into the shaker.

The Keg doesn't go quite so far yet, but they have been a little fresh obsessed lately. Chisholm says "using fresh ingredients is insanely important. We have a new cocktail called the Hendrick's Mule that calls for mint and cucumber with gin and limoncello. We use fresh mint, fresh cucumber and muddle it the old fashioned way—these things make a difference."

It doesn't have to be a long, arduous task. The bartenders at The Keg make fresh margarita mix every three days. They squeeze the limes; squeeze the lemons; add the sugar, and top it off with water. It's simple, has a shelf life of three days, and you can taste the difference every time.

Using fresh ingredients will cost a little more, but according to Solarik, the juice is worth the squeeze. "Ultimately, when you're dealing with fresh ingredients, your profit margins will be a little smaller, but it's

worth it. The customer gets a quality product and they appreciate that."

To keep track of his inventory, Solarik treats his bar no differently than his kitchen. "Our costs are completely broken down. I can tell you the exact cost of every cocktail we make and exactly how much we profit. Every bunch of mint is broken down to the penny, and if you do the math, it's well worth it."

Some of Solarik's more elaborate concoctions need to come with a premium price—his \$45 Manhattan, for example, is a mix of whisky, vanilla cognac and bitters. To match the quality ingredients, Solarik provides innovative presentation by serving the cocktail in a bell jar filled with hickory smoke. But as Lucarelli from Mixology Canada says, "you won't sell anything if it's not marketed correctly." Especially, one might imagine, a \$45 Manhattan.

It's no surprise that Canadian giants like The Keg are masters at marketing. Although Chisholm wouldn't divulge all their secrets, he put the emphasis on staff endorsement, saying "getting the staff on board is everything. You can be serving the best cocktails in the world, but if the staff don't care, it's not going to sell." Chisholm noted that The Keg's best selling martinis weren't

necessarily the ones with the best names or with the most popular flavours. People were buying the same drinks that the staff drank after work. So if you get your staff on board, the sales will follow.

Solarik emphasizes proper staff promotion as well. "Some of our drinks are expensive and some take time to prepare," he says. "If my staff aren't properly interacting with our clients things can go awry."

So what happens if someone goes to Barchef—the epicentre of creative cocktails—and orders a rye and ginger? Well, Solarik and his staff will make them a boring old rye and ginger. But, once they are comfortable, Solarik might try and branch them off the beaten path by saying "if you like rye and ginger, why don't I make you something with a little fresh ginger syrup, a touch of Cognac and fresh lime?" This is a great way to approach a customer who might be stuck in a rut without causing any offense, while simultaneously taking a bar-rail sale and up-selling to a more lucrative transaction. It's a win-win situation: The customer is enjoying a new and exciting beverage and the bar makes a little extra money.

The modern cocktail palate can be a fussy one, and trying to accommodate every new fad can be time consuming, expensive and ultimately against your best interest. You don't have to brew your own bitters or cure your own olives. But splurge on some real limes and fresh mint, and display them proudly on your bar. At the very least, it's a conversation starter, but it can also instill some pride and passion in your staff—which can make all the difference in the world.

Give your cocktail list a stimulus package this summer. Focus on fresh and quality ingredients, and try adding a little presentation to your drinks. You may be surprised next time you add up the sales.



# CRFA News

"To create an environment to help our members  
in every Canadian community grow and prosper."



Canadian Restaurant and  
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Association canadienne  
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## MESSAGE FROM THE PRESIDENT



The first year of any business is a busy and challenging one. You do your homework and then eagerly embark on your new venture. You fine-tune your product or service, reach out to your customers, engage your team and build your network. And with a lot of hard work, and a little bit of luck, you meet your goals.

In June I marked my first year as president of the CRFA. And while I haven't had my life savings on the line – as many entrepreneurs do when they open a new restaurant – I have shared some of the challenges and rewards that characterize year one

of any new venture.

Thankfully, I can see real progress against the overarching goal that we at the CRFA set for ourselves one year ago: to be the foremost association representing the most valued industry in Canada.

We committed to this vision because of your feedback. Time and time again I've heard from CRFA members that government just doesn't seem to care about our industry. "Death by a thousand cuts" is a phrase that has come up several times.

Our goal at the CRFA is to let politicians and Canadians know how important our industry is to this country – to the economy, innovation, jobs, tourism, local food and sense of community.

The average Canadian seems to get this already. A recent survey by Harris/Decima for *Reader's Digest* magazine asked Canadians which industries they trust the most. Number one is medical research. Number two is restaurants. And on a related note, number three is food and number four is tourism. This should send a strong message to government that it's good policy and good politics to care about our industry.

Here's how we've been getting that message out over the past year:

- We met with the Prime Minister and several Premiers to tell them about the contributions of this important industry. We're working with them to develop a vision for the foodservice industry so that their governments make foodservice a policy priority.
- We dramatically increased the media profile of our industry through newspaper, magazine, online and broadcast interviews.
- We launched a new magazine, and two new websites to better showcase our industry and serve our members.
- We released the first ever *Canadian Chef Survey* not only as a valuable resource for our members, but also to illustrate the leadership role of our industry on the Canadian culinary scene.
- And we've hosted Premiers and other politicians at our trade shows so they can see first-hand how far-reaching and innovative this industry is.

At the same time, we have been on the ground fighting for your interests on issues ranging from municipal tax hikes in Edmonton and Halifax to the impact of the G20 Summit in Toronto, and from unfair dairy prices to credit and debit fees. Those battles will always be there, but if we do our job and get government to make our industry a policy priority, they will be fewer and farther between.

As every foodservice operator knows, it takes a team to run a successful business. I want to thank you for being part of our team. Together we're a powerful force that is too important for government to ignore.

Garth Whyte  
President and CEO  
Canadian Restaurant and Foodservices Association

## THE READER'S DIGEST ANNUAL POLL: MOST TRUSTED INDUSTRIES (TOP 20)

1. Medical research
2. Restaurant
3. Food
4. Tourism
5. Technology
6. Airline
7. Banking
8. Newspapers
9. Radio
10. National retail/department stores
11. Drug and pharmaceutical
12. Hydroelectric
13. Consumer household product
14. Liquor
15. Magazines
16. Television
17. Insurance brokerage
18. Financial planning
19. Insurance
20. Automobile

\*Based on independent research by Harris/Decima for *Reader's Digest*.

## CELEBRATING THE NATION'S TABLE



Given our focus on increasing the profile of Canada's foodservice industry, it was gratifying to learn of the new Governor General's Award in Celebration of the Nation's Table. I had the honour of attending the inaugural awards ceremony, where several leaders in Canada's culinary community were recognized for their achievements. Among them, CRFA Director John Bishop of Vancouver, pictured at right with Jill Holroyd, CRFA's Senior VP of Marketing and Communications, and me. For more about this prestigious new award, please turn to page 10.

## ► WORKING TOWARD A HEALTHY LIVING STRATEGY

By Ron Reaman, CRFA Vice President, Federal

Globally, governments, policy makers, health professionals and media are warning of burgeoning obesity rates, particularly in children. In Canada, the medical, economic and social costs of overeating and sedentary lifestyles have provoked governments to demand action.

Health care costs are ballooning across the country, eating up almost half of some provincial budgets. Physical inactivity and unhealthy diets high in sodium, sugar, fat and calories are leading causes of diabetes, cardiovascular disease, cancer and other chronic illnesses. Governments at all levels have emphasized preventive strategies to rein in resultant health care costs, and are implementing policy and legislative measures.

### TRANSCENDING TRANS FATS AND OTHER CHALLENGES

Over the years, the food and foodservice industry has faced unique health and nutrition challenges, and has responded proactively to improve the well-being of Canadians. Decades ago, a public health imperative was introduced to reduce cholesterol intake and lessen the likelihood of heart disease. In response, the food industry developed trans fats as an alternative to saturated fats traditionally used in food preparations. However, with time and scientific research, we learned trans fats were in fact more harmful than the saturated fats

they sought to replace. Consumers, governments and industry all agreed to remove trans fats from the food supply, a goal the industry has aggressively pursued – the vast majority of trans fats have now been eliminated.

More recently, the food and foodservice industry have collaborated with the federal government and other public health stakeholders to develop a national sodium reduction strategy to lower Canadians' daily sodium intake levels. The industry constantly works to ensure the Canadian food supply addresses health and nutrition concerns.

### SATISFYING THE HEALTH-CONSCIOUS CONSUMER

In a recent CRFA chef survey, Canada's chefs identified top trends as locally sourced foods, nutritional/healthy cuisine, tapas and simplicity in preparation. As Canadian consumers find it harder to swallow an unhealthy diet, the restaurant and foodservice industry continues to serve up more choice and access to nutrition information. Operators customize meals well to satisfy their health-conscious customers. Many restaurants also support community-based sports teams, summer camps and other youth programming that encourage young Canadians to keep fit by staying active.

Although restaurant meals still account for only a small percentage of Canadians' overall

food intake, the foodservice industry recognizes its important role in ensuring Canadians can make informed choices when dining out. With the support of our members, we will do our part to improve the health of Canadians.

### A FRESH PRIORITY

To this end, the Canadian Restaurant and Foodservice Association's Board of Directors recently endorsed a 'Healthy Living Strategy' as a key national policy priority. Our vision for this strategy affirms that the foodservice industry supports and offers Canadians choices that reflect their individual commitment to healthy living as it relates to balancing nutrition and activity.

As the national organization representing the restaurant and foodservices industry, CRFA will continue collaborating with governments, non-governmental organizations, public health advocacy stakeholders and our members to build on these principles. Our goal is to ensure Canadians have the tools to make knowledgeable choices that meet their individual needs.

We invite you to be part of the solution to improve the health of Canadians. Please give your feedback on this strategy and share the steps you're taking to help customers make healthy choices, by e-mailing us at [healthyliving@crfa.ca](mailto:healthyliving@crfa.ca).

### LIVING HEALTHY: WHY THE NUMBERS ADD UP

A 2009 survey of nearly 1,500 people aged 18 and up revealed a greater consumer focus on improving eating habits to lead a healthier life.

#### THE NUMBERS

**85%** think their eating habits could use some improvement

**50%** think their eating habits need a lot of improvement

**68%** have changed their eating habits to improve fitness levels

Of those that have changed their eating habits to improve fitness levels:

**39%** are eating better quality food

**26%** are cutting out food of low nutritional value

Source: Ipsos Reid, February 2009





## ► PAYROLL SERVICES PROVIDER OFFERS CRFA MEMBERS ADDED VALUE

Offering special discounts and 'NEBS Bucks,' NEBS PAYweb.ca can be a great fit for CRFA members. This online payroll management solution provides various benefits to foodservice operators.

### ONLINE CONVENIENCE

As a web-based solution, PAYweb.ca is a paperless payroll service that allows operators to work in a real time environment.

"We are pleased with the convenience of being able to complete our payroll in one sitting. After the hours are entered, the reports are ready. We can print them immediately, store the PDF reports, have paystubs sent directly to our employees or print their paystubs internally. Flexibility makes any changes quick and easy."

-- Glenn Churchill, Swiss Chalet Rotisserie & Grill, Nova Scotia

### TIME SAVINGS

PAYweb.ca handles payroll, freeing up time for operators and staff to take care of patrons.

"The statutory calculator has been a huge time saver and has eliminated the need for manual calculations. I am also now able to have job costing reports, available online, to break down my costs between different areas in the restaurant."

- Sahil Gulati, Shoeless Joe's Restaurant, Ontario

### CUSTOMER SERVICE AND SUPPORT

PAYweb.ca also offers excellent customer support to help operators use this system.

"The support team and customer service are just wonderful - and we love being able to call in whenever we need help. The support is definitely there and provides peace of mind. We would never ever consider changing to anyone else."

- Lorraine Dick, Boston Pizza, Ontario

For more information on NEBS PAYweb.ca, call 1-866-772-9932 or visit [www.payweb.ca](http://www.payweb.ca).

### SPECIAL DISCOUNT FOR CRFA MEMBERS

CRFA members are entitled to the following benefits when they sign up for NEBS PAYweb.ca:

- up to 80% discount on setup fee
- up to \$400 in 'NEBS Bucks'
- up to 10% discount on other business products

Members should enter their discount code when signing up. If you are a member and cannot find your code, contact CRFA at 1-800-387-5649.

## ► BE IN THE KNOW WITH THE 2010 CANADIAN CHEF SURVEY

Don't get left behind. Find out what chefs are thinking in the 2010 *Canadian Chef Survey*.

Did you know:

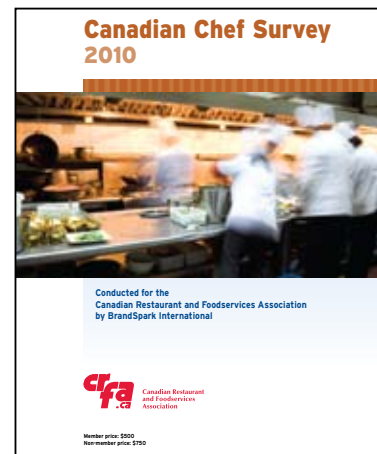
- sous vide is now the hottest preparation method used by chefs?
- African cuisine is the next big up-and-comer among ethnic flavours?
- agave and superfruits are going to make a splash on menus?

Professional chefs rate 218 menu items, preparation methods and cooking themes across 14 categories as either a 'hot trend,' 'up and comer,' 'yesterday's news,' or 'perennial favourite.' Chefs also opine on various issues such as healthy foods, organics and menu design, and reveal where they get their ideas from.

The survey of nearly 400 chefs across the country was conducted for the Canadian Restaurant and Foodservices Association by independent market research firm BrandSpark International.

Full results can be found in CRFA's 2010 *Canadian Chef Survey*. Contact 1-800-387-5649 ext. 4215 to purchase a copy.

Price: \$500 for CRFA members, \$750 for non-members.



## ► HOW TO CONTACT CRFA



CRFA offices are located across Canada to serve members. To help fight unfair government taxation and regulation, and to take advantage of our many member benefits, contact CRFA:

**By phone:** 1-800-387-5649

**By e-mail:** [info@crfa.ca](mailto:info@crfa.ca)

**Head Office Address:** 316 Bloor Street West, Toronto, ON M5S 1W5

Participate today. Visit us online at [www.crfa.ca](http://www.crfa.ca) for the latest news, action campaigns, member specials and more.

Stay in the loop! Subscribe to our free monthly e-newsletter. Sign up at [www.crfa.ca](http://www.crfa.ca).

CRFA thanks our advertisers for making this publication possible.



## ► HANDLING A LOOMING LABOUR SHORTAGE

By Justin Taylor, CRFA Vice President, Labour and Taxation

Economic recovery means a return to labour shortage for foodservice operators.

When many restaurant operators are still cutting back on hours and reducing staff levels to handle the drop in sales caused by the recession, it's hard to imagine that only a few years ago a labour shortage was one of the biggest problems facing the industry.

Although immensely challenging, the recession provided a short reprieve from the inevitable workforce shortage facing Canadian restaurants. As the economy recovers and restaurant sales improve, it's just a matter of time before foodservice operators start scrambling to fill job vacancies again.

### FACTS AND FIGURES

The long-term demographic trend of low fertility rates and retiring baby boomers will create a labour shortage crisis of unparalleled proportions. Demand for labour in the foodservice sector is expected to continue to grow, but fewer Canadians will be available to fill these positions.

In 2010, CRFA expects the industry will continue recovering from the recession and real foodservice sales will only grow 0.5 per cent. During this relatively slow period, the Conference Board of Canada estimates the industry will still be short more than 3,000 employees.

As the economy recovers, the labour situation is expected to worsen. By 2015, it is estimated the foodservice industry will be short about 59,000 employees. The Canadian Tourism Human Resource Council (CTHRC) predicts food counter attendants, servers, cooks and bartenders will be in the greatest demand in this sector.

### A SOLUTION: RECRUITING FROM ABROAD

As they did just before the recession, restaurateurs will have to seek innovative ways to attract and retain employees to stay afloat. When some restaurant operators could not find Canadian talent to fill vacancies, they turned to the Temporary Foreign Worker (TFW) Program to source qualified help. In 2008, foodservice operators brought more than 15,500 food counter attendants to Canada under the TFW Program. However, hiring help from abroad is far from easy.

The TFW Program carries its own challenges. A complicated and ever-changing set of regulations combined with the difficult task of identifying good employees on the other side of the world can make foreign recruitment a full-time job. But what restaurateur has time for this when he or she is already short-staffed?

### FINDING THE RIGHT FIT

Some employers turn to foreign recruiters to help find workers from abroad. This solution can help ease the burden on the restaurant operator, but can still be risky business. Finding a recruiter that helps match the right foreign employee to a business's particular needs can be challenging. Additionally, some recruiters may charge foreign workers legal fees or treat them unethically.

To overcome these potential obstacles, CRFA has identified two foreign recruiters - Diamond Global and Mercan Recruit - and awarded them our seal of approval. These two companies are effective and ethical and have specialized experience in recruiting for the foodservice sector. As an added bonus, CRFA members receive a five per cent discount on foreign recruitment services from these recommended companies.

### POTENTIAL LABOUR SHORTAGE IN CANADA'S TOURISM SECTOR BY OCCUPATION

	2007	2010	2015	2020	2025
1. Food-counter attendants and kitchen helpers*	2,894	-3,579	13,120	33,478	49,564
2. Food and beverage servers*	2,468	-2,778	11,928	27,782	42,655
3. Cooks*	1,617	-2,252	3,528	10,497	16,791
4. Bartenders*	463	-342	2,478	5,606	8,784
5. Program leaders and instructors in recreation and sport	757	-834	2,529	5,789	7,779

\*Note: The figures for these occupations include the combined labour shortages from food and beverage services, accommodation industries and recreation and entertainment, where applicable.

Prepared for the Canadian Tourism Human Resource Council by The Canadian Tourism Research Institute /The Conference Board of Canada, February 2010

#### CONTACT CRFA'S APPROVED FOREIGN RECRUITERS

##### Diamond Global Recruitment Group

Telephone: 416-730-0029 / 1-888-886-8209

E-mail: [crfa@diamondglobal.ca](mailto:crfa@diamondglobal.ca)

[www.diamondglobal.ca](http://www.diamondglobal.ca)

##### Mercan Recruit Ltd.

Telephone: 514-282-9214 (Montreal)

Telephone: 306-651-5335 (Saskatoon)

Telephone: 780-638-1510 (Edmonton)

E-mail: [crfa@mercan.com](mailto:crfa@mercan.com)

[www.mercanrecruit.com](http://www.mercanrecruit.com)



## ► MEET CRFA'S APPROVED FOREIGN RECRUITERS



Audrey Guth,  
Diamond Global  
Recruitment Inc.



Jerry Morgan,  
Mercan Recruit Ltd



As the Canadian economy recovers from the recession, it's just a matter of time before restaurants confront the same labour shortages they were facing in 2008. Many restaurants will turn to the Temporary Foreign Worker (TFW) Program to help fill positions when they are unable to find Canadians for these jobs.

CRFA endorses both Diamond Global Recruitment and Mercan Recruit for providing ethical and effective foreign recruitment services for employers and the foodservice industry. In a Q & A discussion with Justin Taylor of CRFA, Audrey Guth, founder and director of Diamond Global Recruitment Inc., and Jerry Morgan, president of Mercan Recruit Ltd., discuss the ups and downs of the TFW Program.

### **CRFA - HOW DID YOU GET INTO THE FOREIGN RECRUITMENT BUSINESS?**

**AG** - More than 20 years ago, I started a company to recruit in-home care for Canadian families. With this expertise in foreign recruitment and an excellent reputation with government officials, we recognized the need for business-to-business services for companies struggling to staff positions. At the same time, we were interviewing a broad, tremendous talent of foreign workers that could fill these positions. It just seemed like a natural progression for us to expand our business.

**JM** - I've been in the field of immigration consultation for 20 years. During this time, the majority of my business clients complained about the difficulty of running an operation lacking manpower. In response, Mercan diversified into the field of foreign recruitment and placement of workers to serve the needs of Canadian employers.

### **CRFA - WHEN SHOULD RESTAURANT OPERATORS CONSIDER USING THE TEMPORARY FOREIGN WORKER PROGRAM?**

**AG** - The most important thing is forecasting, especially when facing an inevitable labour shortage. When restaurant operators first encounter difficulty filling jobs, they should start planning - foreign recruitment is not something that happens overnight.

**JM** - Employers have to show they have exhausted significant efforts to recruit locally without success. Recruitment efforts must be real and well documented.

### **CRFA - WHAT ADVICE DO YOU HAVE FOR RESTAURATEURS LOOKING TO USE THE TFW PROGRAM FOR THE FIRST TIME?**

**JM** - Hiring a foreign worker requires a lot of due diligence and commitment. Working with an experienced immigration consultant or immigration lawyer can be helpful. They will have answers to your questions, and will help you take the right steps to ensure you have a positive experience.

**AG** - They should also check agency references to ensure workers are not charged a fee and that the company is licensed and actually delivers on its promise.

### **CRFA - AND CRFA DID THE BACKGROUND CHECKING FOR OUR MEMBERS WHEN WE CHOSE OUR CRFA-APPROVED FOREIGN RECRUITERS! IN YOUR EXPERIENCE, WHAT IS THE MOST COMMON MISTAKE EMPLOYERS MAKE WHEN TRYING TO HIRE A FOREIGN WORKER ON THEIR OWN WITHOUT A FOREIGN RECRUITER?**

**AG** - The most common mistake is thinking the cheapest solution is the best. In fact, it can be more costly over the long term if you don't have the positions filled and you can't maintain the level of customer service necessary.

**JM** - Many employers also don't research the government process or are ill-informed when it comes to immigration rules and regulations, labour laws, recruitment regulations and foreign policies involved in hiring a worker from abroad.

### **CRFA - WHAT IS THE HARDEST THING ABOUT FOREIGN RECRUITMENT?**

**AG** - It would absolutely be the government processes and compliance with the paperwork. It's just so labour-intensive and unpredictable because it changes from month to month. And if you're already short-staffed, who has time to figure out the complicated regulations and deal with all that paperwork?

**JM** - I agree. Compliance with government requirements and the ever changing immigration and recruitment laws and regulations complicates the foreign recruitment process.



**CRFA - WHAT ADVICE DO YOU HAVE FOR EMPLOYERS TO MAKE FOREIGN WORKERS FEEL MORE AT HOME ONCE THEY ARRIVE IN CANADA?**

**JM** - The key is a good settlement plan. The Canadian employer must provide adequate accommodation and proper orientation, and make sure the new worker can maintain communication with his family back home. At Mercan, we work with employers to develop a community support plan specific to their area and region.

**AG** - The settlement process starts even before the foreign worker arrives in Canada. To ensure the foreign worker has a good experience, it's important to manage expectations. And that's where a good agency comes into play - it can deliver the employer's message well before the worker arrives in Canada and give him or her a good understanding of geographical location, culture and employer expectations.

**CRFA - WHAT IS THE BIGGEST MYTH ABOUT TEMPORARY FOREIGN WORKERS?**

**AG** - The biggest myth is that foreign workers can't speak English. Diamond Global tests all applicants to ensure competency. Some employers also think temporary foreign workers aren't protected under Canadian labour standards or that they fall into a different category. None of these assumptions are true.

**JM** - There's also a lot of misunderstanding about the program itself and the costs involved. For example, employers are often surprised to hear they must pay for the airline tickets of semi-skilled workers. The government makes the program seem as simple as following the steps on their website and in their brochures. However, the steps and requirements are complicated.

**CRFA - LOOKING BACK OVER YOUR 20 YEARS OF EXPERIENCE, WHAT WAS THE HARDEST POSITION YOU HAD TO FILL WITH TEMPORARY FOREIGN WORKERS?**

**JM** - Some positions require technical skills and are often regulated, which makes the recruitment and immigration process much more complex.



A temporary foreign worker shows off his strawberry shortcake creation in celebration of Canada Day.

**AG** - Remote geographic locations are always challenging too, because you need to deliver an accurate picture to the candidate of where they're going to live and what the environment is like.

**CRFA - LAST, BUT CERTAINLY NOT LEAST, WHAT WAS THE MOST DELICIOUS MEAL YOU'VE HAD THAT YOU KNEW WAS PREPARED BY A TEMPORARY FOREIGN WORKER?**

**JM** - The meal that sticks out the most in my mind was a welcome party for a group of newly landed foreign workers. Temporary foreign workers cooked up a feast for the new arrivals. That was memorable.

**AG** - We placed a two cooks at a resort in the Muskokas and they prepared a fabulous Canada Day strawberry shortcake in the shape of the Canadian flag. That was amazing! It was quite special to have a cake prepared by our foreign workers in the shape of a Canadian flag in celebration of Canada Day.

Justin Taylor can be reached at 1-800-387-5649 ext. 4214, or jtaylor@crfa.ca.

**"Hiring a foreign worker requires a lot of due diligence and commitment. Working with an experienced immigration consultant or immigration lawyer can be helpful."**

**CORRECTION**

In the section entitled "Sodium Reduction Goals" of our Legislative Update (page 43) in the June issue of *Canadian Restaurant & Foodservice News*, we incorrectly stated that Health Canada will publish foodservice sodium reduction targets next year. In actuality, Health Canada will publish these targets this year. We apologize for any confusion.

## ► CRFA MEMBER PROFILE: BRUCE ROBERTS, THE REBEL HOUSE, TORONTO



Photos ©Caley Taylor

There's never a dull moment at The Rebel House. With its traditional Ontario charm, the tavern has become a neighbourhood haunt for many locals.

Despite its revolutionist connotations, The Rebel House looks and feels like a traditional Ontario tavern of days gone by. Owners Bruce Roberts and David Logan describe these olden-day drinking spots as a place to exchange news and ideas, catch up with friends, meet passing strangers, enjoy an honest meal...and plot a revolution.

Named in honour of the pioneers in the Upper Canada Rebellion of 1837, The Rebel House opened its doors on Dec. 28, 1993. With a bar and backyard patio, the pub seats more than 100 people and offers Canadian, home-cooked comfort food - menu specials range from the classic grilled cheese to fancier items such as chicken liver pate and apple rhubarb crumble.

In keeping with its Ontario feel, the tavern serves only local wines and beers.

### At a Glance

Restaurant: The Rebel House

Menu Theme: Local Canadian comfort food and drink

Opened: Dec. 28, 1993

Seats: 63 inside, 42 patio

Employees: 19

Most Popular Menu Item: Spinach Cheese Pennies, an appetizer from a book of Ontario recipes from the 1850s.

Most Popular Comfort Foods: Meatloaf Dinner, Macaroni and Cheese.

Busiest Day Ever: The annual anniversary party on Dec. 28.

Most Memorable Moment: Opening night. Only family and friends showed up, except for two 'real' customers - one became a good regular, whereas the other was asked to leave (and never come back) for inappropriate behaviour.

"We've always thought of our place as a traditional Ontario tavern, and what better way to be Ontario than to support local products," explains Roberts. "The only imported beer to ever be served is Guinness. David put that on draught 14 years ago for my birthday because I do have a soft spot for it."

Roberts got his start in the industry in 1982 at Viva Zapatas, a Mexican restaurant in midtown Toronto.

"I originally got into the business to make money and have flexible hours during university," he says. "However, after attending Upper Canada College and York University, I decided that economics was not my bag."

Roberts was working at a Toronto bar when he first met Logan as a customer 23 years ago. The pair struck up a friendship, and before long, decided to go into business together. Instead of seeking outside advice, Roberts and Logan relied primarily on their own business savvy and focused on making The Rebel House a place they would enjoy frequenting themselves.

"The key to our success is although we've become close friends over the years, we started as friendly acquaintances that shared the same idea of the place we wanted to own," explains Roberts. "Friends or relatives can be too close to criticize each other and too familiar to listen. We both had a lot of experience and could handle the ups and downs of bar/restaurant life. Neither of us takes



Come in and stay awhile: Co-owner Bruce Roberts invites patrons for some home-cooked comfort food and drink.

"We've benefited, as have all bars and restaurants in Canada, from the work the CRFA does to keep our governments in check. The CRFA helps ensure these 'leaders' realize our industry is one of the largest employers in the country and, as much as they may not like to admit it, an essential one."

ourselves too seriously and can accept the other's ideas and criticism."

Soon after opening, Roberts and Logan joined CRFA and have been members ever since.

"We originally joined to get better discount rates on our credit cards, but we've also taken advantage of energy savings that come with membership," says Roberts. "We've also benefited, as have all bars and restaurants in Canada, from the work the CRFA does to keep our governments in check. The CRFA helps ensure these 'leaders' realize our industry is one of the largest employers in the country and, as much as they may not like to admit it, an essential one."

Seventeen years into The Rebel House, Roberts has seen his share of obstacles. As with any business, there are always challenges - including economic hardship, increased competition, health issues like SARS and government legislation such as smoking bylaws.

"With all these hurdles, our key was to continue putting out a quality product at a fair price," says Roberts. "Dave and I think it's important to keep our faces in the bar, so customers feel like they're dealing with a friend and not just a corporate image. I believe this makes for loyal regulars who always feel our place is their 'local,' even if they move away."

Between working shifts at The Rebel House and running a construction company, Roberts finds time to enjoy golf, fly fishing, fine woodworking and furniture building. However, he spends most of his spare time with his wife Sara, and two children, Ryan and Evan.

"I want to be involved in their lives before they become 'too cool' to hang out with Mom and Dad," he jokes.

And because true rebels always mix business and pleasure, each year Roberts and Logan squeeze in a few fishing and golfing trips together.

## ► GROUPEX CANADA: MEMBERS SHARE SUCCESS STORIES

As the largest foodservice buying group in Canada designed for the independent operator, Grouplex Systems Canada Inc. offers 25 years of industry expertise and access to a brilliant portfolio of branded products and services.

Michael Mazepa of Sands Motor Hotel and St. Albert Inn & Suites and Marlene Whissel of Westlock Inn explain how they have benefited from their Grouplex membership.

### HELPING CONTROL COSTS

"Grouplex is a great opportunity to grow your business," explains Michael Mazepa, member of the ownership group of both Sands Motor Hotel and St. Albert Inn & Suites in Alberta. "I was motivated to join Grouplex because I saw it as a way to control costs which gave me an advantage over the guy down the street."

At the time, Mazepa remembers his bar business was about 55 per cent of the revenue and the opportunity to stabilize the cost of soft drinks was an important and smart business decision.

In addition, Mazepa says Grouplex helps him get the best possible pricing from suppliers. In a competitive marketplace where everyone is trying to control costs and maximize revenue, Mazepa is comfortable knowing he doesn't have to negotiate for the best pricing - Grouplex already does that for him.

### KEEPING INDEPENDENTS COMPETITIVE

Marlene Whissel, owner of Westlock Inn in Alberta, embraced Grouplex Systems Canada's philosophy, which enabled her hotel to negotiate national pricing.

"Grouplex Systems put us on equal footing with our chain competitors, allowing us to compete with quality products and services at competitive pricing," she says. Over the years, Whissel has seen positive results not only in cost savings.

"The competitive advantage we realized made us more profitable while providing us with a resource that held our suppliers accountable... our Grouplex consultant," says Whissel. "Whether it was to find new products or services to help our business evolve, or to help problem solve a supply chain or quality issue, our Grouplex consultant was front and centre to ensure we were well taken care of."



**GROUPEX**  
Systems Canada Inc.

*"Giving independents the buying power of chains!"*



## ► QUOTED: CRFA IN THE NEWS

### G20 Summit a costly affair for Toronto restaurants

Restaurants in downtown Toronto braced themselves for a huge drop in sales as the city locked down for the G20 Summit in June. While some businesses profited tremendously from the weekend event, CRFA explained to *The Globe and Mail* how much the foodservice industry stood to lose.

“One chain member projects it’s going to cost them between \$500,000 and \$700,000,” said Garth Whyte, president of the Canadian Restaurant and Foodservices Association.

Mr. Whyte said the government is literally putting a barrier between restaurants and customers, and should compensate business owners for their loss. “If the government can spend close to \$2-million on a fake lake, then it has the money to fully compensate restaurants for their loss of business.”

- “Geocachers being told to take a hike during G20 summit; ‘We just don’t want to see the mother of all bomb scares’,” *The Globe and Mail*, Jun. 17, 2010

### Restaurants lead a green revolution

Restaurateurs across Canada are committed to an eco-friendly future, embracing local foods and energy-efficiency. In the *Calgary Herald*, CRFA explains how sustainability is easier for some restaurants than others.

“It is a lot easier for large chains and for high-end restaurants to embrace some areas of green than smaller mom and pop operations,” says Garth Whyte, president of the 33,000-member Canadian Restaurant Food Service Association in Toronto. “They can quickly see the financial benefits of things like energy conservation, reducing water consumption, recycling and composting...”

At the same time large chains, hotels and companies with mass operations cannot hope to offer mostly locally grown produce, meats and fish. A reliable source of supply just is not available in most areas of Canada, he adds.

- “Dining green: Restaurateurs from coast to coast lead march toward eco-friendly future,” *Calgary Herald*, Jun. 4, 2010

### Giving the skinny on trans fat regulations

The government’s voluntary program to reduce trans fats in food is not working as well as initially hoped. In the *Vancouver Sun*, CRFA explains why the foodservice industry is getting the raw end of the deal.

“Ron Reaman, vice-president of the Canadian Restaurant and Foodservices Association, asked Health Canada to bring in regulations, saying it’s a matter of ‘levelling the playing field.’”

In the absence of federal rules, municipalities and provinces have begun to target restaurants to reduce people’s exposure to trans fats in the food supply. But these jurisdictions have authority only over restaurants, so the food service industry is singled out to reduce trans-fat levels while food processors have been given a free pass, Reaman testified.

“That’s the only lever available to them. They don’t have the purview to regulate along the food chain,” said Reaman.

- “Health Canada considers trans-fat legal limits,” *Vancouver Sun*, May 7, 2010



### World Cup cheer extends bar hours

CRFA backed Deputy Mayor Joe Pantalone’s proposal to extend drinking hours at Toronto bars and restaurants during the World Cup of Soccer. CRFA also formally thanked Minister Aggelonitis for applying this policy across Ontario. In the *National Post*, CRFA cited customer service and business recovery as strong reasons to extend hours.

“Stephanie Jones, Ontario vice-president for the Canadian Restaurant and Foodservices Association, said her group supports the idea of giving operators ‘flexibility’ to serve their customers...”

“The restaurant industry certainly has had a tough time, and the World Cup certainly does provide an opportunity to get people to come out to their local neighbourhood establishment, whether that’s a restaurant or a pub, to enjoy the game,” Ms. Jones said.

- “A beer at 10 a.m. in Toronto?; Fans may be allowed to drink an hour early during World Cup,” *National Post*, May 8, 2010

### The problem with Manitoba’s minimum wage hike

While some argue loudly for a minimum wage increase, few realize that small businesses and entry-level employees pay the price. CRFA explains the difficulty of these rising costs to *The Daily Graphic*.

“Courtney Hirota, vice-president of [CRFA’s] Manitoba and Saskatchewan branch, estimates the province’s coming wage hike will cost restaurant operators a total of about \$16 million – or \$7,000 each.

Raising menu prices is an option that leaves a bitter taste with businesses and their customers, she said.

“Not only does it impact the business operators, but it affects the people looking for jobs,” Hirota said of the forced wage increase.

“When we have to pull back on hours because we don’t have any more options, they’re the ones affected.”

- “Minimum wage hike to hit \$9.50/hour,” *The Daily Graphic*, May 1, 2010



## ► ARE WE HEADED FOR A POST-RECESSION HANGOVER?



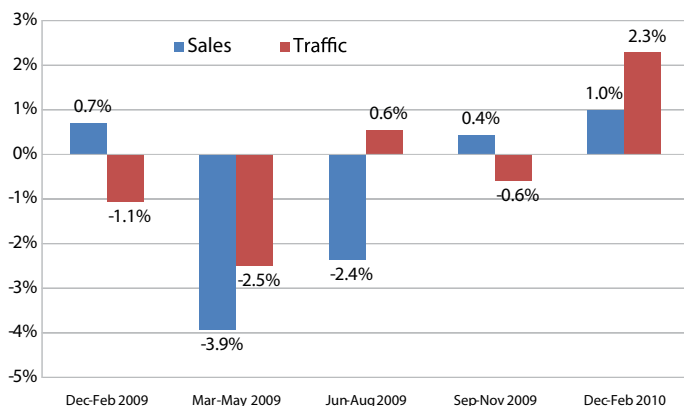
By Chris Elliott, CRFA Senior Economist

The recession of 2008/2009 is firmly behind us and every passing month yields another statistic that confirms Canada's economy is in full recovery mode. In the first quarter of 2001, Canada led the G7 countries with a 6.1 per cent increase in economic activity - the fastest economic growth in more than a decade. Additionally, Canada's labour market created 215,000 jobs in the first five months of 2010 and employment is slowly returning to pre-recession levels. By making us the first G7 country to raise interest rates, the Bank of Canada has essentially declared the recession over.

Even restaurant operators are starting to see improvement. Restaurant traffic (excluding retail foodservice) rose 2.3 per cent and spending increased 1.0 per cent in the first quarter of 2010 compared to the first quarter of 2009, according to data from CREST/NPD Group. These are the strongest growth rates in more than a year.

### CONSUMER SPENDING AT RESTAURANTS

Year-over-year change



Source: CREST/NPD Group Inc.

Foodservice operators, and Canadians in general, can toast to the fact that the worst is over. But what happens now? Are we headed for a complete recovery or a post-recession hangover?

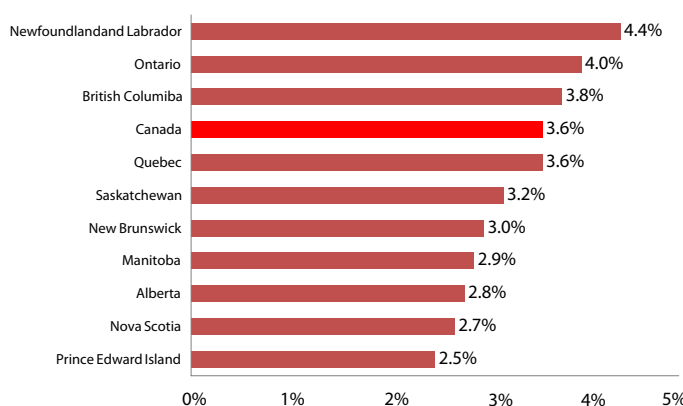
### GROWING FEARS OF A POST-RECESSION HANGOVER

To boost economic activity and mitigate the recession, governments around the world opened up the fiscal taps. The G20 nations spent nearly \$700 billion in 2009 on fiscal stimulus measures, accounting for 1.1 per cent of global GDP.

While this can be a powerful tool to spur economic growth, it comes at a high cost. Governments are now awash in debt and struggling to balance their budgets, as evidenced recently in Greece and other European countries. To curb the ballooning debt crisis, governments must either raise taxes or slash spending, both of which would undermine the economic recovery. If a country does nothing, it could default on its debt, sending the global economy spiralling into another recession.

Although Canada's government finances are in better shape than most countries, consumers are swimming in debt. For every dollar in disposable income, the average Canadian household owes \$1.47 - totalling \$1 trillion nationally. Rising interest rates could sharply cut consumer spending as households grapple with mounting debt levels. A drop in household spending will certainly affect foodservice sales.

### 2010 REAL GDP GROWTH BY PROVINCE



Source: TD Economics

### THE CANADIAN ECONOMIC OUTLOOK

Despite these challenges, TD Economics is projecting our economy will enjoy solid gains over the remainder of 2010 due to growth in housing and consumer and government spending. Canada will also benefit from high commodity prices, driven by strong demand in Asia. Every province will see stronger economic growth in 2010, leading to improved foodservice spending.

Due to the growing economic uncertainty in Europe and the financial strain facing Canadian consumers, TD Economics has pared back its forecast for 2011. Following a 3.6 per cent expansion in 2010, economic activity is expected to grow 2.5 per cent in 2011, down from its previous estimate of 2.9 per cent.

Assuming the global recovery is here to stay, the next challenge for operators is contending with familiar issues of rising energy prices and, to a lesser extent, labour shortages. Global energy prices will remain below the 2008 highs over the near term, but are forecast to soar by 25.1 per cent in 2010 according to the World Bank. Although the recession has created some slack in the labour market, labour shortages will continue to drive up costs over the long term.

Canada's economy might be the envy of other G7 countries, but a number of threats could derail our recovery. Only time will tell if 2010 and 2011 bring us prosperity, or if more economic gloom has us reaching for the latest hangover remedies. Cheers!



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# War for Talent: PART 2

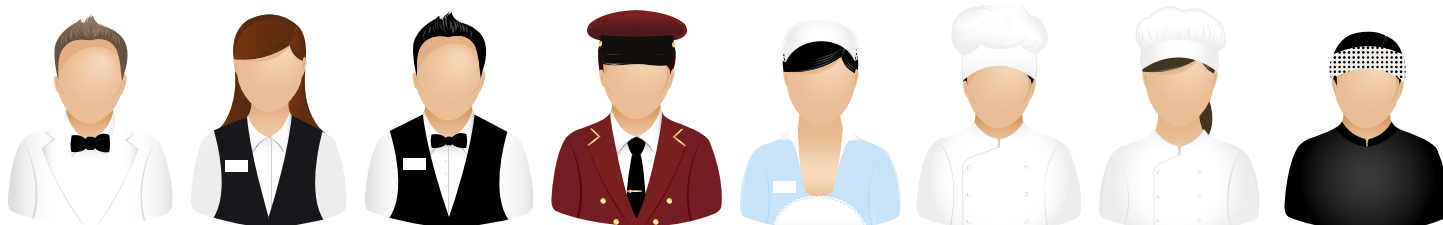
## How to ensure you always have the right people in place

By Derek Gagné, CEO, Talent Edge Solutions

The last two years have taken hospitality businesses on an economic roller coaster. As recently as two summers ago, companies were complaining about how tough it was to hire and retain talented employees in the tightest labour market in 35 years. Many referred to the labour market conditions as a “war for talent” (Part 1). Next, the global economic crisis hit, sending unemployment surging. With fast-rising jobless rates and hundreds of applicants for every posting, the deluge of applications created a false sense of security among many employers, leading them to put HR on the back burner. The “war for talent” officially declared a cease fire.

Good news: The recession is finally over in Canada and the economy is growing again. Bad news: The recession which is now over has not fixed global demographic trends and the economy is heating up. Enter the “war for talent” (Part 2). With HR on the back burner for the last year and a half, many employers have let their HR saw get a bit dull. With steadily worsening labour shortages about to hit centre stage again and talented people becoming scarce, it is time for employers to prepare for the impending war and to make sure their recruitment, training and retention tactics are sharp.

To prepare for dealing with labour shortages and the return of the war for talent, employers must focus on three key areas: recruitment, training and retention.



# Recruitment



## Workforce Planning

*Know your hiring needs before vacancies occur and know your target candidate market.*



Would you run your establishment without a business plan, sales or financial targets? Of course not. Yet many employers operate without a human resource plan to manage their most valuable resource: their people. To create a basic HR plan, you need a well-defined strategy to hire the best people who fit your company culture. At the start of every fiscal year, look at your growth targets to figure out the skill sets, head count and timing you'll need for new employees over the next three, six and 12 months. Review your current head count and turnover rates so you can identify the gaps and build a plan. A good visual tool is to put an organizational chart up on the wall with current staff and future resources needed, then plan to fill in the gaps.

## Selection Criteria and Interview Training

*How to develop selection criteria that work for your business and how to become a good interviewer.*



Let's face it, not all great managers are great interviewers. While you or your HR people might be sourcing and screening candidates, it's the manager who does the final interview and chooses who to hire. To avoid bad hiring decisions, you need to ensure that your managers follow a standard process. Create a checklist outlining the steps in the recruitment and selection process, including how to set clear expectations for candidates and the actions required to "wow" them. This list should include interview etiquette, post-interview guidelines and the minimum time to call applicants back—say, individual calls within five days if there are a limited number of applicants or a templated e-mail or form letter if there are a large number. As well, you should develop a list of standard interview questions about company fit and desired answers with your team. (Visit [www.jobinterviewquestions.org](http://www.jobinterviewquestions.org) as a resource to get started.) This will get everyone on the same page, looking for the same talents and talking the same talk.

## Sourcing

*Where and how to find top talent.*



You can't afford to wait for turnover to trigger your search for new employees. You need to build a pipeline of talented candidates and constantly be on the lookout for top talent—everywhere. The people you want are most likely happily employed somewhere else: they're what we in the HR business call passive candidates. Look for them at networking events or on social-networking sites such as Facebook or LinkedIn. Create a relationship with them and engage with them until future needs arise. Tell passive candidates they're the kind of talented people your establishment is looking to hire. Offer to put them on your career-opportunity mailing list, send them company newsletters, invite them to speaking engagements and send them press releases. You can also turn all your employees into talent scouts. Create a referral program, offering your staff a finder's fee of \$250 to \$500 or a gift certificate to their favourite store if they refer a candidate who is hired and passes the probation period. And develop referral tools, such as business cards saying "We Want You" to give to potential candidates when you find them.

## Branding

*What is your employer brand?*



Be honest. Would you apply to your own job postings? As an employer, what is your brand, what are you selling to candidates? You need to sell the opportunity, and these days a posting that's merely a standard job description just won't cut it. You need to create postings that highlight the opportunities at your establishment and key career achievements for the applicant. As well, you should have a polished career page on your website where you can educate potential job candidates about what your establishment can offer them and what you expect from them, as well as helping convert clients into employees. Applicants, who are happily employed elsewhere, need to be convinced to join your team. Ask yourself, "What do we have to offer a candidate that differentiates us from other employers?" Ask your current employees to write down the top five reasons why they joined your team and why they stay. Examples might include a great team environment, learning and development opportunities, a top-notch boss, challenging work and opportunities for career advancement. Pull together a list of the five reasons cited most often and include it in your job postings and, most importantly, your website. Even better, profile current employees on your career page or post video testimonials on YouTube.

## Applicant Pools

*Local vs. foreign recruits, the pros and cons.*

With an aging population and declining birth rates, where are you to find your staff? The answer may be from outside of Canada but there are pros and cons to hiring locally vs. internationally. It is always recommended to first try exhausting local recruitment pools. Local hires have accommodation, Canadian experience, and support networks (friends/family) and can be easily integrated into the Canadian workplace. If for your business, you decide that hiring foreign recruits is the right solution, there are five key items to be aware of. First, understand the various government programs to hire foreign workers and decide which is right for you. Second, be aware of and avoid cultural biases when interviewing and hiring foreign workers. Third, new foreign hires may experience culture shock when arriving and living in Canada (seeing snow for the first time!) and it may be more work for you to develop orientation programs that make them feel welcome in order to integrate diverse cultural backgrounds into your place of work. Fourth, you need to be very clear on the work you are offering and not misrepresent your offer. Advertise for a line cook and think you can get this person to be a dishwasher, or even worse a supervisor, and you might be in trouble. Finally, when working with recruitment agencies in overseas locations such as the Philippines you need to be aware if they are charging placement fees to their candidates, which is illegal in most provinces. In the end, if you decide to hire foreign workers, do your research, work with your industry association and get feedback from other hospitality employers who have done it successfully. If done correctly, hiring foreign workers can be a great solution. [See page 34 for two CRFA-approved foreign recruiters]





# Training



## Assess your Needs

*How to develop training material that works for your unique business.*  
Define what you want employees to deliver. For example, if you are planning a course on customer service, what are the top three things you want employees to do when greeting a guest?



## Build Content

*How to develop content that is engaging. (Focus on customer service excellence)*



Have a good mix of theory and practice. Make the delivery engaging by having a few role play/simulation exercises where participants can put the theory into practice right away. Once you create the training material, run it past a few employees to get some feedback on the content. Make sure it is effective and hitting the mark. Make the material relevant and as actionable as possible by using work related scenarios that employees are likely to encounter.

For example, how to deal with a guest who has consumed too much alcohol, is irate about a service delay or the fact that the half-way hut is not open mid-week. Finally, deliver your material in two hours or less to keep your audience engaged. Anything longer and you risk losing them.

## Train the Trainer

*Training your front line leaders to deliver training – having them “walk the talk.”*

Make sure trainers have the skills and tools needed to deliver engaging content. Evaluate and follow up on the job: Look for ways the training is being applied on the job to ensure you are seeing a return. For example, ask specific questions to guests about employee service on your comment cards.



## Set Clear Expectations

*How training allows you to set clear expectations regarding how you want your staff to treat your guests.*

When people leave the training, make sure they know what is expected of them. Look for opportunities to see them in action and align your expectations with performance review discussions.

## Create Job-Aids

*Using on-the-job tools to keep training material top of mind.*



Want people to deliver a consistent experience to your guests? Create on-the-job aids that can include laminated checklists, reminder cards or visual process flow charts. At morning huddles, weekly team meetings and on bulletin boards, reinforce the concepts and remind people of your expectations. A great way to do this is to recognize people who are doing it right; say thank you or share a guest comment card.

# Retention



## Develop your Front Line Leaders

*Training your front line supervisors to be leaders.*

Developing your leadership team is one of the best investments you can make to supercharge their leadership practices. When things get busy and pick up again, they need to hit the ground running. I am not talking about three-day retreats in Vail with the corporate jet; development can be done on a budget. Revisit your mission, vision, values and culture to identify the required leadership behaviours. During a half-day on-site meeting your team can discuss the required behaviours, assess if as a leadership team you are “walking the talk” and identify actions to address any shortfalls. If innovation is a core value (and these days it should be) what are your leaders doing to foster the right environment to make it happen?





# VOTE TODAY!

After receiving more than 100 nominations, **Cintas Canada** has selected five amazing restrooms for your inspection! Some are fancy, some are surprising, but all are impeccably clean. These washrooms are testaments to their proprietors' sense of taste, flair and attention to detail.

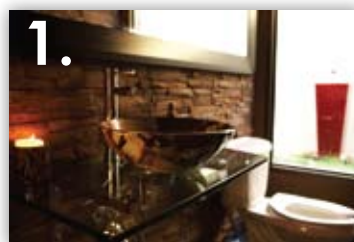
The Canadian public is invited to vote online through August 31 at [www.bestrestroom.com](http://www.bestrestroom.com). Take a photographic tour of each facility and then choose your favourite. The winner will be announced this September.

## THE FINALISTS

### 1. Spice Route Asian Bistro & Bar

Toronto, Ontario

Details: Eclectic Asian décor, exposed stone walls and rich coloured tiles, overlooking a private garden oasis

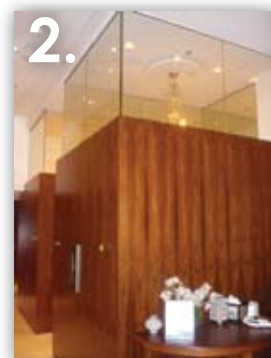


Spice Route Asian  
Bistro & Bar

### 2. The Shangri-La Hotel

Vancouver, British Columbia

Details: Private washrooms featuring two-storey ceilings, crystal chandeliers, lighted mirrors, hardwood walls, mosaic tile and designer fixtures



The Shangri-La  
Hotel

### 3. Mildred's Temple Kitchen

Toronto, Ontario

Details: Granite, walnut cabinets, Caesar Stone and hand-painted murals

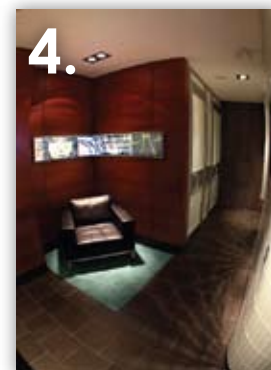


Mildred's Temple  
Kitchen

### 4. Cactus Club Café

Vancouver, British Columbia

Details: Padded furniture, televisions, hardwood walls, smoked glass and floor-to-ceiling stall doors



Cactus Club Café

### 5. Metro Toronto Convention Centre

Toronto, Ontario

Details: Designer fixtures, polished natural stone tile and 100% hands free



Metro Toronto  
Convention Centre

Cintas created this contest to honour businesses that place high value on hygiene and exceptional style in their public washrooms. For more information about Cintas Canada, please visit [www.cintas.ca](http://www.cintas.ca).



### Communicate Openly

*How to leverage communication in your workplace to engage and retain staff.*



During uncertain times, employees have questions and concerns about company results, challenges and their future. To engage current staff, you must communicate, communicate, and communicate! Most importantly, be open, up front and honest about current challenges and where the company is going. Establish weekly team meetings and opportunities to connect in person. Hearing information and asking questions first-hand engages employees – email and memos don't cut it in tough times.

### Manage Performance

*Why performance management is important and how to do it right.*

There's an old saying that's truer now than ever: "What if I train them and they leave? But what if I don't train them and they stay?" If you've had to lay off people or put growth plans on hold, at least for now you can't simply hire the new skills you need. Instead, you need to make your existing people more productive by identifying your top internal talent and focusing on performance management, training and learning opportunities. If you invest in developing your people now, they'll be more likely to stick around when the job market opens up again. And in the meantime, they'll also be more willing to go above and beyond the call of their job descriptions to learn and apply their new knowledge, boosting their productivity. Staff performance directly affects your bottom line. Develop a process to clearly communicate your expectations, give feedback and opportunities to learn and grow. At a minimum, ensure the following three things:



1. Communicate expectations so the staff knows what behaviours are expected of them.
2. Have frequent performance discussions and give specific feedback.
3. Have clear steps for development with specific goals.

### Celebrate Successes

*Develop and implement a recognition strategy that works for your business.*

Make the time to celebrate small successes and victories along the way. Working frontline every day is demanding and can become a drag when doing the same thing day in, day out – not to mention the fact that guests don't always appreciate the amount of hard work required to deliver a great guest experience. In meetings, newsletters or at a monthly company barbecue, take the time to say thank you, and recognize specific events and people. Highlight how your team members have delivered on your expectations and the impact it had on your guests. Even when times are tough, focus on the positive to foster a work environment that delivers results.



### How am I Doing?

*Conduct employee surveys and other suggestion programs to solicit feedback from staff.*

Don't be afraid to ask staff how you are doing. Engaged people want to know what's going on, understand how they fit into the big picture and have opportunities to be involved. This is especially true of younger generations.



When staff have something to share with you, give them the time they deserve and listen to them in an open and honest fashion. This can be done in person during team meetings or with an anonymous employee opinion survey which can be administered online using tools such as Survey Monkey. Also, involve employees in process improvement. Put a suggestion box in the staff room and encourage staff to submit ideas that streamline operations. Review the suggestions weekly, thank people for their input and act quickly on the good ideas, then recognize individuals who submitted an idea that got implemented.



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## Dates & Times

[Full Schedule >>](#)

### Sunday, October 24:

10:00 am – 11:30 am: State of the Industry Roundtable  
11:30 am – 5:30 pm: Exhibit Floor Open  
5:30 pm – 7:30 pm: Industry Cocktail Reception and Award Celebration

### Monday, October 25:

9:00 am – 10:30 am: Expo Breakfast and Keynote  
10:30 am – 11:30 am: Educational Sessions  
11:30 am – 12:30 pm: Educational Sessions  
11:30 am – 5:30 pm: Exhibit Floor Open



**Please visit**

[www.AlbertaFoodserviceExpo.ca](http://www.AlbertaFoodserviceExpo.ca)



**and register today!**



# BONES AND A

By Sarah B. Hood

## Unusual fish, fowl and flesh choices are gaining acceptance on Canadian menus.

In March 2010, CRFA released its first chef survey, and, along with a clear interest in all things local, nourishing and sustainable, chefs identified new meat cuts and non-traditional fish as up-and-coming menu trends. Perhaps it's no secret that North Americans are rediscovering the time-honoured traditions of nose-to-tail eating; in fact, pork belly has become almost an obligatory menu item in markets like Toronto, where avid diners swarm to sample sweetbreads, livers and lights, and any other part of the animal that can be sliced, fried or terrined.

"We can sell anything, and that is true for all restaurants anywhere. If your clients know you and trust you, you can sell them anything that you think is worthy," asserts John Maxwell, owner of the venerable upscale pub Allen's on the Danforth in Toronto.

"We sell sweetbreads, and lots of liver, tripe, tongue and tail, but we don't buy boxed meat or meat butchered by commercial enterprises," he says. "We buy whole animals and butcher them ourselves. We make sure that it is hormone- and antibiotic-free. Our customers don't want meat from feedlot-style producers; they want to know what the animal has eaten and where the animal has come from."

Toronto has no monopoly on adventurous eaters. In Saskatoon, lamb belly is a hit at Calories Bakery and Restaurant, says Rémy Cousyn, executive chef and co-owner (with his wife Janis Cousyn). "I braise them, pick off the bits and pieces and press them in a pan," he says. "Once they cool off, you can cut them and bread them and serve them as a nice little hot appetizer, with the jus reduced."

Cousyn also prepares rillettes with cubed pork belly gently cooked with herbs and garlic. Of course, preparations of this order take time. "The chef has to decide if it's worth it for them," Cousyn says. "But at the end of the day, you can sell it as an appetizer, and if you get 20 portions out of it you can get \$250 – so it's worth a little bit of time."

This approach even applies to more common menu items like the dark meat of the chicken, which can often be passed over by diners. Cousyn prepares a well-liked

boneless chicken thigh roll stuffed with sage, thyme or garlic confit. "And anything that goes with chicken – pasta or polenta – can be served with that," he says.

At The Drake Hotel on Toronto's thriving Queen West, "on the menu right now – and it's the largest selling chicken dish we've ever had – is a beer-can chicken," says executive chef Anthony Rose. This dish, sold by the half-chicken, calls for the whole bird to be roasted vertically in a charcoal grill oven with an opened can of beer literally inserted inside it. The beer is flavoured first with a barbecue seasoning, Rose notes, adding that "it's very important to drink a quarter of the can first!"

Rose also dresses up the humble drumstick with a buttermilk marinade, then wraps it in bacon and mint, and dredges it in flour before deep-frying it and serving it with maple syrup. At the more exotic end of the menu spectrum, he says, "we have been sourcing out a guy who does snails or escargot; local Ontario snails are, I think, very up-and-coming."

The chefs' survey respondents mentioned several non-traditional fish choices, like Arctic char, branzino (sold as European or Mediterranean seabass) and barramundi (Asian seabass), but Rose keeps it simpler with his cheekily-named "fries with eyes": small fish like smelt or herring deep-fried whole in a white-wine or buttermilk batter. Similarly, Allen's serves whole herring, with head and tail on, dipped in egg and oatmeal and fried in butter. "Nobody can resist that – nobody," says Maxwell. "We also serve grilled sardines, and people like those also."



“The Canadian food scene has evolved tremendously in the past 20 years. If you try something a little edgy and it sells, you have options.”

Rémy Cousyn

There's also an interest in exploring rarer local fish. Anthony Rose uses shad roe from upstate New York, while Cousyn cooks with steelhead trout farmed in a Saskatchewan lake. “We smoke it, we salt it, we pickle it like gravlax, we make soups out of the bones,” he says.

Of course, chefs on Canada's two seacoasts have much more room to experiment. Robert Clark is executive chef at the Kambolis Group of Restaurants, which includes Vancouver's Raincity Grill, C Restaurant and Nu Restaurant and Lounge. He is especially passionate about sustainable seafood and local product, and lists numerous fish that have already started to catch the interest of chefs and diners across the country, as well as some best-kept West Coast secrets.

In the former category are spot prawns, a sustainable B.C. product. “They can go from eight to 20 to a pound,” says Clark. “You have to remove the heads immediately, so if you can get them fresh, live that day, there's nothing better. They freeze very well.” Then there's sable fish, also sold as Alaskan black cod, and albacore tuna (which Cousyn brings in to Saskatchewan, where he serves it raw, “with just a little drop of soy sauce and some sea salt.”)

Some of Clark's favourites that have not yet penetrated inland are geoduck clams and sea urchins. He's also a fan of pink salmon, which he calls “a very economical salmon for chefs who are worried about their bottom line but want to be responsible.” Chums - also known as silverbrights - and pinks are sometimes treated carelessly by fisherman because they command a low price, he says, but the chef who can source a good supplier will have an ingredient that's both tasty and thrifty. In many cases, Clark also

endorses fish frozen at sea, which may actually be in better condition than something that has spent days on a boat unfrozen.

On the East Coast, Jay Mills is a chef at McKelvie's in Halifax, known for their “delishes fishes dishes.” “We bring in quite a few fish that are not native to Nova Scotia, but they come up on the streams, like mahi-mahi,” he says. “Line-caught mahi-mahi is considered sustainable, and so is harpoon-caught swordfish. If it involves nets, you want to stay away from it.” He's also scouting a sustainably harvested Chilean seabass.

Mills sees ceviche and tartare as important coming trends, although he cautions that “you want the turnover, because it's not something that you want to have prepared and then not sell. Freshness is imperative; the fish must be pristine, and you wouldn't use bottled lemon or lime juice or a jarred pickled jalapeño.”

He has also seen a good response to a grilled Pacific octopus sourced in B.C. “That's something I'm kind of proud of; we grill it and then finish the grilling in the sous-vide circulator (which cooks food at a low heat in an airtight bag) and serve it with a lemon pesto dressing.”

This interest in new fish and meat choices can only be good news for kitchens of all kinds. “The Canadian food scene has evolved tremendously in the past 20 years,” says Cousyn. “If you try something a little edgy and it sells, you have options.”

“Be adventurous as a restaurateur and make sure that you have a personal connection with your customers,” Maxwell advises. “For independent restaurants who are trying to distinguish themselves, this is key.”

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# A Little Slice OF HEAVEN

Pizza, or flatbread, is no longer a 'cheat day' food

By Andrew Coppolino

Somewhere centuries ago, a dough mixture was flattened into a thin disk and cooked on a hot rock. Voila: flatbread! Since then, it has never gone away. Instead, it has become a staple in our restaurants and on our tables, a go-to comfort food that is both versatile and healthy.





As trends come and go—molecular gastronomy, tapas and small plates, American comfort food, to name a few—pizzas and flatbreads remain solid menu anchors for all dayparts and in every type of restaurant.

Leavened or not, flatbreads have been the tie that binds a world of cuisines like no other food: Indian chapatti and naan, Israeli matzoh, Mexican tortilla, and Ethiopian injera.

For its part, pizza is a king among flatbreads with its wide appeal—and endurance. A thin crust and an extremely hot cooking environment make for satisfying crispy textures and a relatively short time cooking time. Those conditions, along with chefs making the right ingredient selections, are perfect for serving pizza to customers either as a healthy meal or snack choice.

#### A TABULA RASA OF FOODS

“We’ve always viewed pizza as a blank canvas to do whatever you want with. There are no confines,” says Bobby Mottola, co-owner of Winnipeg’s extremely popular Pizzeria Gusto. He points out that across North America there are heavyweight pizzeria precedents.

“Pizzeria

Libretto in Toronto, Batali’s Pizzeria Mozza in Los Angeles, and Pizzeria Bianco in Phoenix. We’re all doing the same thing. Our menu has evolved significantly from the first day we opened and will continue to do so.”

Simply, it’s a flavour palette for a pizza palate. The flatbread permits market differentiation as a healthier food choice, because it is not a pre-made foodstuff that you grab off the shelf. It can be personalized and tailored to an individual customer’s desires.

Creative thinking by chefs and restaurateurs about their flatbread can result in a new look at pizza, including some cool, woodsy mushrooms, pickled shallots, goat cheese, smoked salmon, and garlic confit.

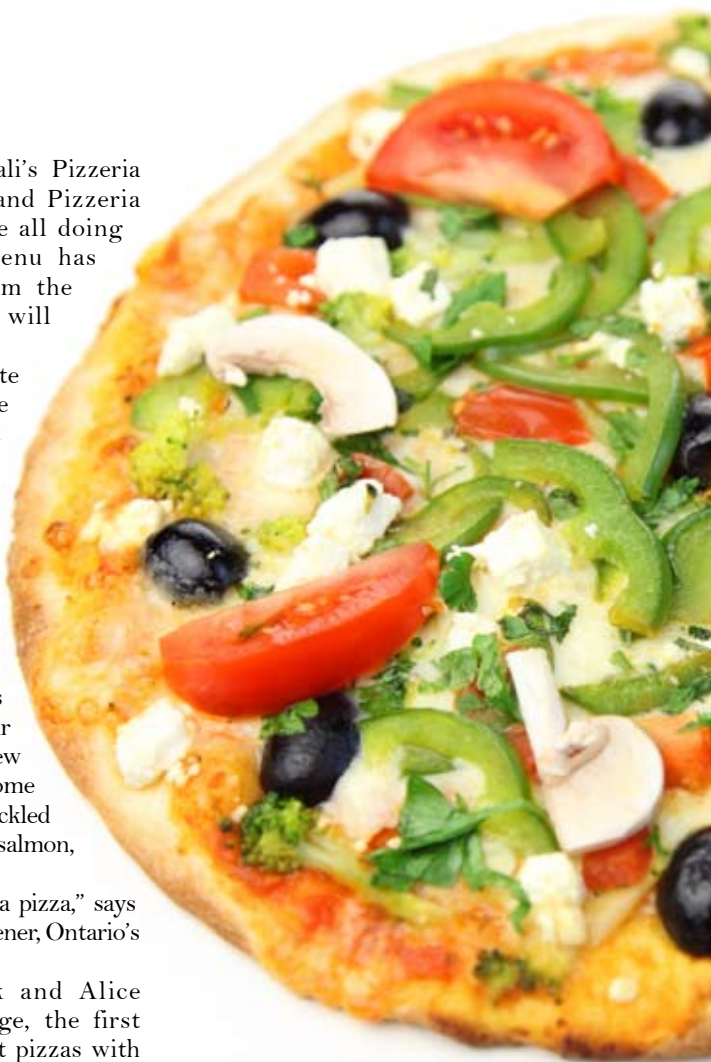
“It is a pizza, and it isn’t a pizza,” says Darryl Haus, a chef at Kitchener, Ontario’s The 41.

With Wolfgang Puck and Alice Waters leading the charge, the first wave of so-called gourmet pizzas with fresh, healthy ingredients came and went fairly quickly. But over the years, people have become much more aware of health issues and more than ever like to eat to feel better.

“Twenty years ago we were one of the first companies to have a whole wheat crust,” offers Domenic Primucci, executive vice-president of Ontario’s Pizza Nova. “Over time, it disappeared. Maybe because we were ahead of the game. People weren’t really asking for whole wheat crust then. But several years ago, the idea of whole wheat became popular again and we re-introduced it. It’s still on the menu and is a great seller for us.”

At The 41, Haus calls pizza “flatbread” for a specific reason. “When you serve pizza, people have certain expectations,” he explains. “But when you call it flatbread, I think it gives us the chance to exceed those expectations of crust, sauce, cheese, and toppings. It’s a new and different evolution of pizza that they may not have tried before.”

Pizza’s ubiquity might imply uniformity, but The 41 has reconfigured their dough and the shape of the crust, popped it into a small counter-top stone-base oven that sits



at around 700-degrees F, added inventive toppings and called it by its ancient cooked-on-a-hot-rock-name flatbread.

The dough, in fact, is a 20-year-old recipe that has been tweaked and altered by their baker, who has added whole wheat flour for texture and a bit more olive oil for a crispier crust. The dough is pre-fermented and a bit is held back each time for the next batch to give an even richer tasting, slightly more acidic crust.

Health-wise, there’s not even a lot of bread to the item and the amount of cheese, Haus points out, is minimal but high quality, meaning it’s packed with taste as a flavour ingredient, rather than a structural component of the dish.

“You eat a little bit less of very good quality ingredients and you are satisfied,” he adds.

With today’s consumers focusing on healthy food, highly processed meals don’t cut it. Every time they order pizza and flatbreads, the pizzaoili has the opportunity to customize the meal. It can be gluten-free, come on whole wheat or ancient grain crusts, be topped with more vegetables and



## Pizzas and flatbreads remain solid menu anchors for all dayparts and in every type of restaurant.

less cheese, as required. Because it is so versatile, fresh and made-to-order, pizza can make those accommodations to health.

For instance, gluten-free crusts for pizza have evolved as more and more people recognize the effects wheat has on their digestive system, preventing the absorption of essential nutrients necessary for good health. Pizza Nova has offered gluten-free crusts for about three years now.

“The supermarkets have recognized this and I don’t think seven or eight years ago you would have seen any gluten-free products,” says Primucci. “Today, those sections have gotten bigger and bigger. But it’s not only food for people with celiac disease. People are reducing gluten in their diets just because it makes them feel better.”

### PIZZAS AS SALADS

At The 41, the stock pepperoni and cheese pizza becomes a simple flatbread with house-made charcuterie and mozzarella di bufala—and it remains relatively inexpensive. But Haus and his brigade also use fresh garnishes like watercress, arugula, or other peppery greens that can give the flatbread a rustic flavour that really pops.

For his part, Mottola has embraced that heightened taste and alluring presentation he sees in pizza’s continued evolution by drawing on tradition ingredients to inspire a creative range of flavour profiles. It’s a simple formula.

“With traditional places using the basic ingredients, we saw an opportunity to walk into our market in Winnipeg and offer something a little more upscale.”

Located in the upscale area River Heights, Pizzeria Gusto has a dozen or so pizzas on the menu at any one time. Mottola says they don’t even own a rolling pin so all pizzas are shaped by hand and use local fresh ingredients whenever possible. The kitchen adds to that mozzarella di bufala, Gorgonzola, and prosciutto di Parma sourced through Italian purveyors.

The right equipment also contributes to a healthier pizza, and that means a hot oven. Mottola combines traditional wheat-based dough—significantly, it’s the same Canadian

wheat that is used extensively across Italy for pizza and pasta—with an oven temperature that contributes to keeping pizza healthy and flavour-packed.

It’s the temperature that’s key regardless of the kind of oven used. Pizzeria Gusto uses a stone wood-fired oven with refractory “roll-over” heat that rocks hot at more than 700-degrees F for rapid cooking. Cooking times are counted in seconds rather than minutes with temperatures that seal in the flavours.

With ingredients that can’t take Mottola’s inferno for even 90-120 seconds, they are added after the firing, which is counter to the load-the-ingredients-and-cover-with-cheese procedure. Previous iterations of gourmet pizza decades ago boasted ingredients like broccoli that too often resulted in emaciated, flavourless toppings—and ones with no nutritive value.

In a Pizzeria Gusto’s pizzaiolo’s hands, pizzas become salads. “Once the pizza is fired,” Mottola says, “we add fresh vegetables to give us a lemon-dressed arugula salad on a pizza that’s finished off with bottarga (cured mullet or tuna roe) or an heirloom tomato salad that goes on after. The versatility is the most wonderful thing about our product.”

It’s a simple and healthy mixture of flour, water, yeast, and a touch of salt that along with the toppings have not been cooked into submission. Flatbreads and the pizza industry continue to grow and evolve as customers have demanded, Domenic Primucci adds.

“Decades ago pizza was not a meal. It was more of a snack food. Today, it’s a meal and not necessarily a snack food. People over the years have come to believe that it is a good food for a meal.”

And that’s a message consumers continue to bring to the pizzaioli, says Mottola.

“We present simple, honest ingredients to prepare honest food with honest methods. We really listen to our customers. They come to us with their travel experiences and with pizza they’ve encountered and express what they would like to see on our menu.”



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# Trends in Fryers, BROILERS AND GRILLS



By Lisa Kopochinski

**Energy efficiency and oil-free frying  
top the list of industry demands.**

Like refrigerators and freezers, energy efficiency in grills, fryers and broilers continues to be the main demand of the restaurant and foodservice industry, but other trends are also gaining in popularity.





Due to an increasingly health-conscious society, more restaurant operators are incorporating oil-less frying equipment to satisfy customers' desires for healthier food options.

For instance, Rational U.S. and Canada offers its CombiFry accessory that allows operators to fry products without oil. This accessory is part of the company's core product, the SelfCooking Center, which is a unit that can fry, grill, broil and more. Fried foods cooked in the SelfCooking Center have all the taste of oil-fried foods, but up to 80 per cent less fat than deep-fried foods.

"Instead of using expensive, fattening oil, the unit cooks fried foods with its patented airflow technology that circulates through the specially designed CombiFry baskets," says Vinod Jotwani, director of marketing for Rational U.S. and Canada. "The CombiFry was recently redesigned with a wave formation across the entire base of the basket, which ensures that the food lays unevenly to prevent sticking. The height of the basket has also been reduced to prevent overloading."

Larry Orton, product manager for Garland Canada, says that while operators want to be environmentally responsible, they realize that energy efficiency will add cost to the product through the use of new technologies and expensive components.

"The interest and growth of energy-efficient products continues to grow, but has been tempered due to the downturn in the economy," he says. "When faced with a substantially higher replacement cost or initial start-up cost, some operators have opted to invoke fiscal reality."

To this end, Garland Canada is stressing "cost of operation" as a more effective adjunct to energy efficiency. In the case of fryers, Orton says a great deal more money can be saved over time, focusing on filtering and maximizing the life of cooking oil versus pure energy savings.

"As the cost of oil has sky rocketed, extending the life of your oil is a critical component to a healthy bottom line, and improving the overall quality of the food produced at your fry station," says Orton. "Economic calculators easily demonstrate that payback can be achieved much faster by

### The Right Time to Upgrade

Knowing when to upgrade restaurant equipment can depend on myriad factors. Often the most telling indicator is an increase in maintenance and repair costs.

"As these costs start to mount, the smart operator will look at the replacement costs of a newer product with newer technology and construction methods versus patching an older product," says Larry Orton, product manager for Garland Canada.

After-market service and labour can be very expensive, especially when the operator is faced with changing major components.

"Replacement can come if the existing

equipment can't keep up with demand," remarks Paul Beauvais, sales development manager for Hobart Canada. "Lost revenue and upset customers are hard to replace. As well, replacement might also be considered if the equipment is old, though still working, but whose cost has been completely depreciated with no tax advantage."

Additionally, a significant change in an establishment's menu offering or operating procedures or footprint can also trigger the need for new equipment to keep pace with the evolution of menu trends, consumer tastes and managing effectively to a target cost of operation.

including a filtration system as well as an energy efficient fryer."

Adds Paul Beauvais, sales development manager for Hobart Canada: "Owners are always looking for great energy efficiencies and extended oil life to save money. With Vulcan and Hobart's micro-filtration fabric envelope, we can filter particulate down to 0.5 microns, extending the life of the oil by 200-400 per cent.

### NEW DEVELOPMENTS

With the increasing number of new developments in fryers that focus on enhancements to efficiency, current changes in the design of elements and insulation packages are driving the cost of operation of gas and electric fryers much closer together.

"As the volatility of natural gas prices continues to worry operators and end-users, the appeal of electric fryers is growing," stresses Orton. "We currently see electric fryers becoming a more significant factor each year."

In the fryer category, there is also significant interest in developing rethermalizers that are similar to a pasta cooker in overall design, but are used to reconstitute products that have been sealed in pouch-type packaging. And as operational footprints become smaller due to capital cost, operators are striving towards technology that allows them to offer a broader high-quality food offering without all the cooking equipment necessary to prepare from scratch.

With respect to broilers, Garland is continuing to market its HEE broiler, a high-efficiency gas broiler designed for high-volume operations specializing in

proteins, such as beef, pork, lamb, chicken and fish. Orton says this broiler is more efficient than regular broilers available today.

"The nature of the grilling/broiling operation, with the need to sear products at high temperatures, makes the product a larger consumer of gas than any other appliance in the kitchen, so we will always be looking for new enhancements to a traditional cooking style in a more efficient manner."

Operators also remain concerned that in today's tough economy—where customers have limited disposable income but still plenty of dining venue options—serving diners fast remains the name of the game.

"The biggest business risk is not being able to serve a meal in a timely manner," says Beauvais. "I think if they have to wait too long, they may not give [that restaurant] a second try."

He adds that operators are always looking for ways to be more efficient in their stores. "With that said, equipment that costs more on the front end does so because it features performance and productivity benefits. Operators must know what will make them money when it comes to efficiency and performance, not just initial purchase price."

### SECOND HAND UNITS

The jury appears to still be out on whether purchasing used or refurbished equipment is a smart route for operators to pursue.

Jotwani says there will always be a market for used equipment, which is a little different from refurbished. "With used equipment, the main advantage is

that you can equip your kitchen at a lower upfront cost. The main disadvantages, however, are that typically older equipment is less energy-efficient and often less sophisticated in terms of cooking capabilities."

Beauvais doesn't think there are any established chain restaurants that are putting their money (and future) into the purchase of used equipment.

"I think the used equipment business is the territory of equipment dealers that may have sold the original equipment package and the concept failed," he says. "I think most of the used equipment comes from restaurants that could not execute their promise to the customer. The restaurant business is tough with many pressures of labour, food costs, operations, real estate and insurance. Equipment is only one facet of the business."

Jotwani adds that over the long term used equipment can be a wash financially, because older equipment can eat up the upfront savings in maintenance and repair costs. "The warranties on new units provide a peace of mind that used equipment does not."

### WHAT TO KNOW WHEN BUYING

When it comes to buying a new fryer, grill and broiler, the experts' advice is simple: buy the best that you can afford, plus a little bit.

Jotwani says it's vital that prospective buyers understand the requirements of their menu, including types of items and volume of items served; staff capabilities; and the importance of establishing a budget for equipment that accounts for upfront costs, long-term reliability, ancillary product costs (i.e. fryer oil), and operating costs (energy, labour and training, maintenance and repair).

Recognizing that no one has an unlimited budget, Orton says that Garland offers a "good, better, best" mentality for its products that gives the operator the opportunity to match their budget to an appropriate level of features, benefits and technologies.

"Our goal is always to understand the customer's real needs and match the equipment and technology to that need and the available budget."



# Proper Floor

Making solid choices from the ground up



Like it or not, the floor of a restaurant can make a big difference to how a dining room looks, feels and functions. That said, whether you're in the process of renovating or in the midst of a new build, there are many upsides and downsides to the various kinds of flooring materials you can select.

## HARDWOODS

Hardwood floors can look very elegant in a dining room space, giving customers the impression of being in a home. The large variety of both warm, rich colours and wood species available, allows you to play with colour and texture to achieve the look you're hoping for.

I would recommend looking at bamboo flooring if you have decided on hardwoods, as it is approximately 100 times as hard as oak, which will help with wear and tear. And make sure the floor's finish has a commercial rating, because it's the finish that wears down, leaving your spaces looking tired.

Large scratches and dents can also be an issue, the result of moving furniture and high heeled shoes. Softer woods are obviously the most susceptible to this kind of wear. If you are going to use hardwood for the beauty of the product, plan to refinish them approximately every seven years, depending on usage and space.

Another important choice to make with regards to hardwood flooring is engineered over three-quarter inch. Whereas engineered can be glued down, three-quarter inch must be nailed, which

can create as much as an inch and a half difference at the transitions.

## LAMINATES

Laminates have much of the look of hardwood and, depending on the quality of the laminate, can be a good choice for the more budget conscious. Although it is easy to install, it has a specific sound as you walk across it which gives it away and it swells much more easily than hardwoods. In very wet areas laminates are not a good choice.

## MARMOLEUM

Marmoleum is a great product with an eco story. It too has a vast variety of colours – from primary to subtle greys or blacks – and patterns and gives you a unique opportunity for custom designs (think company logo). The flooring often found in commercial health facilities due to its completely non-porous nature – making it a tough place for bacteria to grow – marmoleum is great to walk on, easing sore feet and backs. Installation-wise it requires a specific tradesperson to install and the substrate must be perfectly flat and smooth or the flooring will take



# ooting

the shape of any imperfection. I would also avoid a solid colour as it won't hide the crumbs and dirt inevitable during service.

## CONCRETE

Concrete has a very industrial and modern look, and generally wears very well. There are also opportunities to stain it or give it detailing, such as flecks of silver or gold that when lit up, sparkle brilliantly. Concrete is as versatile as paint, so your imagination is the only limiting factor with this flooring. The finish is very durable, easy to clean, and will survive the spills and mishaps that are part of any busy club, banquet facility or restaurant. As you can imagine, it is a very hard surface and not very comfortable to walk on for the staff and when wet is very slick. The other issue is sound. Spaces with smooth hard surfaces can get very loud with very few people, so you will want to muffle the noise with soft surfaces in other areas.

## STONE

Stone can be a beautiful choice in any space as it's really God's art. The variation of colour and detail is fairly vast and the look is luxurious and

timeless. It has been used for centuries and rarely do we tire of this classic look. Due to its porosity, health inspectors sometimes have issue. And it most certainly isn't a budget choice, as both the product and the installation can be expensive. It shares the down sides of concrete – noise and slippery when wet – however, the level of beauty and luxe is hard to beat.

## PORCELAIN

Porcelain has come a long way over the years, the looks closer to stone all the time. It can be an economical choice if you want the look of stone but don't have the budget for it. There are also many more finishing choices, which can solve the issues of slipping, making it a great choice for those wet areas where staff needs to work. You can create a variety of looks – from hardwood to concrete and stone – with porcelains and there is no issue with porosity aside from grout areas. Installation can be costly,

but not the most expensive of the choices.

## COMMERCIAL CARPET

There was a time when all restaurants had carpet, and while it has fallen out of fashion in the last several years, commercial carpet, with its huge selection of colours and patterns, seems to be making its way back into the marketplace. Still present are issues of cleaning and wear. With carpet tiles, however, you are able to replace problem areas. Carpet also assists with noise levels, allowing a full room to maintain an intimate quality. This is a great choice, provided you budget for the maintenance costs.

Making a good flooring selection can change the look and feel of a space completely. A clear understanding of budget, as well as the long term issues of the flooring types will ensure you make smart choices from the ground up!

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*Glen Peloso, Principal Designer of Glen Peloso Interiors, Inc., has been designing spaces for a diverse range of commercial, corporate and residential clients for almost 15 years and hosts such television design shows as Restaurant Makeover on the Food Network. For more information, visit [www.glenpelosointeriors.com](http://www.glenpelosointeriors.com).*

# Proper HANDLING



A paper in June's *Journal of Food Protection* aimed to illustrate how food safety 'info sheets' posted in the workplace could improve food handler behaviours. Info sheets are accounts of current food borne illness outbreaks and stories related to food handling that are designed to get a reaction from food handlers and stimulate discussion about safe food handling practices. You can download them for free at [www.foodsafetyinfosheets.com](http://www.foodsafetyinfosheets.com).

The research involved videotaping food handlers at work to observe their food handling behaviour without the info sheets, and then again after posting info sheets. An international food service company volunteered eight locations across southern Ontario for the study. The results did show an improvement after posting the info sheets. For example, attempts at hand washing increased 6.7 per cent and cross contamination dropped. The research supports the belief that interventions in the workplace can help improve food handling behaviour.

CRFA's National Food Safety Training Program (NFSTP) has always encouraged the transfer of training from the classroom to the workplace. The only way to realize a positive return on training investment is through improved food handling behaviour. Trainers are taught to explain the real benefits of food safety education to food handlers and their supervisors prior to food safety training. After the training, food handlers are encouraged to practice their new skills in order to develop new and better food handling habits.

One of the disturbing findings of the authors' research was that only four out of



## Good behaviour leads to safer food

22.5 attempts used correct hand washing procedures! This indicates that significant work must be done to change hand washing behaviour. Part of the challenge stems from the invisible nature of bacteria, leaving people to conclude their hands are clean when they are, in fact, contaminated.

Ultra-violet lotion that reveals how well food handlers are washing their hands is often used in the food safety training classroom.

In the end, food safety education only has value if the good behaviour it teaches leads to safer food preparation.

### Here are a few steps to help improve food handling behaviour:

#### Step 1

Make sure management and supervisors understand and support a vision of safe food handling.

#### Step 2

Provide everyone with the food safety education they need to understand how to keep food safe individually and as a team.

#### Step 3

Encourage food handlers to practise new skills learned during food safety education as soon as they return to the workplace.

#### Step 4

Use posters and info sheets to remind food handlers of the importance of their behaviour. Use these as talking points during staff meetings or in-service training.

**Kevin Freeborn** is an award-winning consultant, author and speaker with 30 years' foodservice experience. Founder of Freeborn & Associates, a management consulting firm that helps companies achieve their goals, he has been retained by leading North American organizations to develop food safety programs and training. For more information, call 1.888.829.3177.



# Great EXPECTATIONS

By Shayne Stephens

**Vikram Vij and his wife Meeru want nothing more than to put Indian cuisine front of mind**

As a kid, Vikram Vij never wanted to be a doctor or a lawyer.

"I always wanted to be a chef," the owner of the wildly popular Vij's restaurant in Vancouver offers. "In India where I grew up, my family – parents, grandparents and uncles and aunts – focused on food a lot. Because of this, I loved talking about food and enjoyed the whole concept of welcoming guests into our home to share a meal. I just loved cooking."

This love saw him leave for Salzburg, Austria at age 19 where he studied hotel management and earned his chef's papers. Next up was a move to Alberta, where he worked at the Banff Springs Hotel for three years before settling in Vancouver, working at both Bishop's and Rain City Grill before opening Vij's in 1994 with \$26,000 he procured from his parents who had then also moved to Canada.

"Opening my own place was nerve-racking, because I wanted get away from the butter chicken and chicken cucumber salad type of cooking, so that people would understand that Indian food isn't just buffet style, it's much more modern," explains Vij. "I was doing different kinds of Indian food rather than mainstream style. The menu was more like me saying 'this is what I have cooked for you, and this what you're going to enjoy.'"

Also in 1994, Vij found himself a partner in his new bride, Meeru, from Washington, DC, who quickly found her groove and has now taken over the

kitchen, developing the restaurant's recipes. The partnership has worked well, but as most couples in business together can attest, hasn't been without its trying moments. "We've had a few fights over it," jokes Vij. "I'll be honest and say that it is very difficult at times to work with a person and then go home and have a family with them. But it is also really good, because I know that in the end we are both working for the good of the restaurant, because it is our livelihood."

With the success of their second establishment, Rangoli – a casual, quick service restaurant slash market that sells refrigerated and frozen ready-to-eat dishes – Vij noticed just how well their food was received, spurring him to embark with Meeru on their largest endeavour to date: Vij's packaged food.

Now available in 34 stores across Vancouver, including Whole Foods, Vij's packaged food is, as of press time, only

weeks away from having a full-time production facility and will soon be carried across Canada and the U.S. "It will be no different than having your packaged meals made by the staff in the kitchen at Vij's," says Vij. "All you will have to do is open the pouch and serve it."

No matter how big the packaged food gets, however, Vij will always hold Vij's dear to his heart thanks, in part to his love of being the consummate host, which has garnered him a loyal following. "I have always felt that when a restaurant opens, it's like you're drawing a curtain and performing on stage until the curtain closes and you go home," he says. "A restaurant should be a well oiled theatre where everyone knows the part they're playing. That is how I have always run the restaurant."

By the looks of things, including the rave reviews of numerous credible food critics, Vij's rapidly evolving empire will be around for years to come. And what's the overall goal? "It's pretty simple," says Vij. "Indian food has been taken very lightly over the years. I want to show people that it is as complex, flavourable and nutritious as any other cuisine."








# Green TEAMWORK

Real sustainability is people-powered

Because you're in the restaurant business, the following will not surprise you in the least; when it comes to successfully going green, as with most everything else in hospitality, the right people can make all the difference.



In fact, the tools used by leading certification programs to assess the sustainability of foodservice operations typically follow the 50/50 rule: the measurable impacts are usually 50 per cent installations and policies, with the other 50 per cent reflecting how they are managed and used by staff (and customers).

Whether it's the basics, like putting recyclables in the recycling bins and keeping lights or patio heaters off until needed, or specialized knowledge of local organic products, 'engaged employees' are not only essential to a sustainability program, they are increasingly looking for real opportunities to contribute to a greener industry.

For employers, there are tangible benefits in this trend, according to Ian Milford, lead hospitality recruiter for JRoss Recruiters, a national service provider to the foodservice and hospitality industry. "First, sustainability adds diversity of products and processes to the workplace, which makes it more engaging for staff,"

he notes, "and the customer is typically offered more variety, which adds to the restaurant's distinctiveness and appeal in the marketplace."

Though sustainability has become far more than a 'nice-to-have' for several large companies, such as Fairmont Hotels and Starbucks Coffee, Milford adds that he generally receives "very little instruction from clients" as to their needs for skilled green employees. "The driving forces in this area right now are the job candidates themselves... who don't want to park their environmental ethics at the door and want an employer who shares their values."

Milford has also been tracking the growing use of social networks, such as LinkedIn and Twitter, by restaurant and hospitality staff in the 28-35 demographic. "This group is ready for leadership positions, and they're asking their network for references and feedback on employers that embrace a greener

workplace and lifestyle," says Milford, "and for many, it's a must-have."

So how can you, as a wannabe-greener foodservice operator, find the people you'll need to support your sustainable business? The first thing is to simply ask.

When you advertise a career opportunity, along with qualities such as 'self-motivated' and 'reliability', you can add 'eco-conscious' or 'local-acting,' which will clearly state your green intentions and help your operation stand out among the usual crowd of employers.

At interviews, before asking 'Where do you see yourself in five years?' check whether they recycle or compost at home or otherwise do their part for the environment. Green engagement on the home front is a good indication of positive action in the workplace.

However, given the average number of staff and age group at Canadian foodservice operations, the odds are very good that you already have some eco-friendly employees in your kitchen or dining room. And while it's true that even the smartest environmental program can be derailed by a few uncooperative employees, your chances for sustainable success will get a substantial boost with a policy you may already have.

Rather than inform your team of any new or revised green initiatives, tap the depth of their day-to-day experience in your operation and ask for suggestions and potential workplace solutions. Not only will this glean great ideas, you'll be encouraging employee ownership of the sustainability program and responsibility for its outcomes.

You could also consider going all-out with an in-house 'green team' to keep the program on track, and regularly provide small-but-attractive incentives to reward sustained performance.

Bottom line? If you have clearly identified sustainability goals, whether they're leading-edge ambitious or modest first steps, you'll need a team on your side. Not to worry. They're out there.

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**André LaRivière** is executive director of the Green Table Network, a Vancouver-based organization helping operators, suppliers and diners across Canada put "sustainability on the menu." Find more information at [www.greentable.net](http://www.greentable.net).

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# Employees BEHAVING BETTER

## How to manage and improve employee behaviour



Apart from a lucky few, employers will at times face the challenge of handling an employee's bad behaviour. Whether it is absenteeism, laziness, rudeness or worse, these situations need to be handled quickly and effectively – before they affect customer service, staff morale and productivity. To avoid and solve behaviour issues, try these tips.

Start with the recruitment process. Hiring the right personality helps prevent future problems. Think about which behaviours various positions require. For example, do you want an outgoing server or a detail-oriented linecook? Include important behaviours in job postings so potential candidates can determine whether they are a good fit for the role.

Scan applications for key behavioural words such as motivated, energetic or team-player. Call promising candidates for a pre-screening. Ask a few short questions including how former employers would describe them. If they match the sort of personality you're looking for, set up a formal interview where you delve further into their skills, experience and qualities.

Check references. If the candidate has not held a prior job, ask if they have volunteered or could provide a non-family member to vouch for them. Ask references about behaviours and traits such as timeliness, enthusiasm, commitment, flexibility and effort.

Once you've hired new staff, set aside orientation time to go over expected workplace behaviours and the consequences if they are not followed. Include these in a document and provide employees with a copy. Read through the list together, encouraging them to voice any questions or concerns. Have them sign the document to show they will abide by these guidelines.

Keep tabs on new and current

employees' behaviour and act promptly. One late start can pass with a quick verbal warning, but have a sit-down if the issue is persistent. If you don't act promptly, you implicitly sanction the behaviour for the offender and the rest of the staff.

Meet with the problem employee and explain that their behaviour breaches your workplace agreement. Ask how you could assist in changing their behaviour. Maybe they are resentful at not getting their fair share of shifts or they lack the skills to adequately perform their role. Try to find a mutually beneficial solution, such as a few extra hours or more training. Be sure to keep track of all disciplinary issues and consequent actions.

Consider a performance improvement plan. Sit down with the employee and clarify their responsibilities and your expectations. Be as specific as possible about what needs to change and set realistic, measurable targets. Offer encouragement and support along the way, such as incentives for improved behaviour—even small rewards like a "Most Improved" certificate or a movie pass will go a long way. Be clear about

what will happen if the target behaviours are not met.

When managing, watch out for hidden problems. A lazy employee may be good at looking busy when you're around, but others may be picking up the slack when you're not. A keen eye will notice resentment among the staff. Encourage employees to share any concerns in private or anonymously, then discretely examine the issue to ensure its validity. Take action as necessary.

If despite your best efforts you fail to see any improvement in an employee's behaviour, let the individual go. Speak with legal counsel to ensure you are following the law and have proper documentation. Follow their advice on the matter, but do ensure you dismiss the employee with empathy and respect. Whether a mismatch to the job or a troubled employee, this is a difficult process and everyone benefits from a civil ending. Advise your staff of the dismissal and assure them it was the best option for all parties. While a tough decision to make, your establishment will be a happier, more productive place as a result.

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**Heather Kennedy** is a Manager of Marketing and Communications for the Canadian Tourism Human Resource Council (CTHRC), a national organization that addresses labour market issues and promotes professionalism in the Canadian tourism sector. For information on any of the programs, services or products offered by the CTHRC, e-mail [info@cthrc.ca](mailto:info@cthrc.ca), call 613.231.6949 or visit [www.cthrc.ca](http://www.cthrc.ca).





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# The numbers behind THE PEOPLE

Foodservice is one of the largest employers in the country – bigger than agriculture, forestry, automotive manufacturing, and mining, oil and gas extraction combined! In fact, one out of every 13 Canadians relies on this industry for their livelihood.

**1.1 million:**

number of people directly employed by Canada's foodservice industry.

**211,000:**

Number of people indirectly employed by foodservice in agriculture, manufacturing, finance and other industries.

**1 in 5:**

The share of youth jobs (under the age of 25) created by Canada's foodservice industry.

**22%:**

Increase in average weekly earnings for foodservice employees in the past five years.

**6.4%:**

Percentage of Canadian workforce employed in the foodservice industry.

**16%:**

Increase in average weekly earnings for employees in all other industries.

**43%:**

Percentage of foodservice employees under the age of 25.

**4th:**

Where foodservice ranks on the list of Canada's largest employers. (Only retail trade, manufacturing and construction have more employees.)

**163,000:**

Number of net new jobs created in foodservice in the past 10 years.

**27:**

Number of jobs created by \$1 million in foodservice sales...One of the top rates in the country.

Source: Statistics Canada and CRFA





*Practical Solutions for  
the Professional Kitchen*



UNCLE BEN'S®  
Wild Rice  
Mix Naturel



UNCLE BEN'S®  
Basmati  
Rice



UNCLE BEN'S®  
7 Grain  
Blend Rice



UNCLE BEN'S®  
Whole Grain  
Brown Rice

Product	Size	Yield per Case
Wild Rice Mix Naturel	20kg	665 x 1/2 cup (125ml servings)
Basmati	4kg	266 x 1/2 cup (125ml servings)
7 Grain Blend	4kg	242 x 1/2 cup (125ml servings)
Wholegrain Brown	9.07kg	302 x 1/2 cup (125ml servings)

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Mars Canada Inc.  
Chocolate singles  
are a great  
alternative to chips

## Add sweet profits to any combo!

- Offer your customers more variety in their meal choice – Mars® Canada Inc. Chocolate singles are a perfect dessert item!
- Chocolate displays have a smaller footprint than chip displays which equals greater profit per square foot!

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## *The Taste of Excellence*

At Saputo, we don't just strive for excellence, we achieve it every day and in every product we sell. From our full line of milk, cream, culture and mix products to our award-winning cheeses, every product under the Saputo umbrella starts and ends with great taste and performance. Anything less and it wouldn't be Saputo.



Dairyland.



Neilson.



Baxter.

Nutrilait

Saputo

Armstrong  
CHEESE

**Saputo**  
Foodservice

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